

# Agenda



## Delegated Decisions - Joint Cabinet Member

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Date: Friday, 17 February 2023  
To: Councillors Jane Mudd, Debbie Harvey, and Dimitri Batrouni

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Item	Wards Affected
1 <u>Finance Service Plan 2022-24</u> (Pages 3 - 28)	

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Date of Issue: 9<sup>th</sup> February 2023

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# Report



## Leader of the Council Cabinet Member for Community Well-Being Cabinet Member for Organisational Transformation

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### Part 1

Date: 17 February 2023

**Subject** Finance Service Plan 2022-24

**Purpose** To agree the Finance Service Plan 2022-2024 to support the delivery of the Corporate Plan 2022-27.

**Author** Head of Finance

**Ward** All

**Summary** In November 2022, Newport City Council agreed the delivery of the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer, Greener Newport for Everyone*. To support the delivery of the Corporate Plan, each service area has developed their service plan of their objectives and key priorities.

The Finance Service Plan 2022-24 has identified four objectives which will support the delivery of the Corporate Plan:

1. Support the medium to long term financial management & planning (Revenue and Capital) across the Council to focus resources on key objectives and help financial sustainability of Council services.
2. Develop a range of customer focused services via re-opening of face-to-face services and development of the 'Newport App' and 'My Council Services' systems.
3. Embed social value, carbon reduction and Welsh TOMs into the Council's procurement processes.
4. Revenues and Benefits team and Income Collection team support households and businesses through the Cost-of-Living crisis.

Additionally, the service plan includes the service area's projects and workforce development which will continuous improvement of services. To monitor the delivery of services, the Plan also includes key performance measures and risks which could prevent the service from achieving its objectives and/or impact delivery.

The Plans will be subject to six monthly reviews by the Council's scrutiny committees and will support the Council's annual Well-being and Self-Assessment Report.

**Proposal** For the Cabinet Member(s) to approve the Finance Service Plan to support the delivery of the Corporate Plan.

**Action by** Head of Service

**Timetable** Immediate

This report was prepared after consultation with:

- Performance Scrutiny Committee
- Cabinet Member(s)
- Executive Board
- Corporate Management Team

**Signed**

## Background

In November 2022, Newport City Council approved the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer and Greener Newport for Everyone*. The purpose of the Corporate Plan is to support the Well-being of Future Generations Act in Wales and to improve the delivery of services to the citizens of Newport. The Act requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals. There are seven Well-being Goals set out in the Act:

1. A Prosperous Wales
2. A Resilient Wales
3. A Healthier Wales
4. A More Equal Wales
5. A Wales of Cohesive Communities
6. A Wales of Vibrant Culture and Thriving Welsh Language
7. A Global Responsible Wales

### Corporate Plan 2022-27

Newport Council has four Well-being Objectives that are focused on the following areas to meet its overall mission for Newport working to deliver '*an Ambitious, Fairer, Greener Newport for everyone*':

1. Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. Newport is a city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. Newport is a supportive city where communities and care are at the heart of what we do.
4. Newport City Council is an inclusive organisation that places social value, fairness, and sustainability at its core.

To deliver each objective, the Council has identified strategic priorities that it will focus on over the next 5 years. Further detail on the Council's strategic priorities are outlined in [Corporate Plan](#). Each of these Well-being Objectives support the Well-being of Future Generations Goals.

### Service Area Service Plan 2022-24

To support the Corporate Plan, the Finance Service has developed its Service Plan 2022-24 which provides an overview of its priorities and how it will contribute towards the delivery of the strategic priorities. The service plan has identified four objectives:

- Objective 1** Support the medium to long term financial management & planning (Revenue and Capital) across the Council to focus resources on key objectives and help financial sustainability of Council services.
- Objective 2** Develop a range of customer focused services via re-opening of face-to-face services and development of the 'Newport App' and 'My Council Services' systems.
- Objective 3** Embed social value, carbon reduction and Welsh TOMs into the Council's procurement processes.
- Objective 4** Revenues and Benefits team and Income Collection team support households and businesses through the Cost-of-Living crisis.

Each of these objectives is supported by an action plan of key work that will be contributing towards the achievement of the objective. The service plan also includes the key programmes and projects which the service area will be delivering during the course of the Corporate Plan. Some of these projects will be contributing towards the Council's Transformation Plan as well as improving the delivery of the services within the service area. The service plan also recognises the workforce development of its staff to improve the capacity and capability of staff to achieve the Corporate Plan and deliver continuous improvement.

The service plan includes the key corporate and service area performance measures that it will use to monitor and report progress in the delivery of its key services. Where applicable, targets have been set by the service area in which it will assess and report its performance. The service plan also includes its risk register of Corporate and service area risks which could impact on the delivery of the plan and its services.

### **Monitoring and Reporting of the Service Plan**

The delivery of the Service Plan is monitored every quarter using the Council's Management Information (MI) Hub. Each quarter service areas will be required to provide updates in relation to the progress of its:

- Objectives and Actions
- Projects
- Workforce Development Actions
- Performance Measures
- Risks (Overview)

Heads of Service will meet with Cabinet Members throughout the year and update on progress on specific work, projects and risk, as part of their briefings. Every six months (Mid-Year and End of Year Reviews) the Council's service areas will be subject to Scrutiny review on the progress against their Service Plans with a report also presented to the Council's Cabinet. Risks identified in the Corporate Risk Register are subject to quarterly review by the Council's Governance and Audit Committee and Cabinet.

At the end of every financial year, the Council produces its annual Well-being Self-Assessment Report which assesses its progress against the delivery of the Corporate Plan and the governance & performance arrangements to deliver it. Service Plans support the production of this report.

### **Financial Summary**

Service Plans are delivered within the agreed budgets of the service area which was outlined in the Council's budget at the start of the financial year. Monitoring and reporting of the Council's budget is undertaken as part of the Council's financial reporting to Cabinet.

Financial decisions relating to specific projects and service area activity is taken by officers and Cabinet / Cabinet Member(s) as per the Council Constitutions and governance processes.

### **Appendix 1 – Service Area Service Plan 2022-24**

#### **Risks**

<b>Risk Title / Description</b>	<b>Risk Impact score of Risk if it occurs* (H/M/L)</b>	<b>Risk Probability of risk occurring (H/M/L)</b>	<b>Risk Mitigation Action(s)</b> What is the Council doing or what has it done to avoid the risk or reduce its effect?	<b>Risk Owner</b> Officer(s) responsible for dealing with the risk?

Corporate Plan Objectives are not achieved as the Council does not have agreed service plans in place.	<b>M</b>	<b>L</b>	Service Plans agreed as per the democratic process and subject to scrutiny review.	Corporate Management Team
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\* Taking account of proposed mitigation measures

### Links to Council Policies and Priorities

Corporate Plan 2022-27

Service Plan 2022-27

Climate Change Plan

Digital Strategy

### Options Available and considered

1. To agree the Service Area Service Plan to support the delivery of the Council's Corporate Plan 2022-27
2. To request further information and reject the approval of the service plan.

### Preferred Option and Why

For the Cabinet Member(s) to approve the Service Area Service Plan which will provide strategic focus for the service area to contribute towards the successful achievement of the Corporate Plan 2022-27.

### Comments of Chief Financial Officer

All services are required to operate within their approved revenue and capital budgets for that financial year / capital programme respectively. Therefore, it is important that all actions and projects contained within all service plans are delivered within the service revenue and capital resources, both internal and external.

Where new/additional on-going and one-off resources are required to deliver transformational and other projects/actions which meet corporate plan priorities; these will need to be approved for funding in the Council's MTFP and annual budgets through the normal processes. As this will give rise to increased budget pressures and challenges, at a most challenging time for Council budgets, services are strongly encouraged to deliver these, wherever possible, from existing resources. In the context of public sector funding over the medium term, any projects of a transformational nature need to deliver savings and/or additional income wherever possible. Such savings and income need to be clearly identified and realised in support of the overall Council medium term financial plan.

### Comments of Monitoring Officer

There are no legal implications arising from this Report. The Service Area Plan has been prepared in accordance with the Council's performance management framework and reflects both statutory responsibilities and the strategic objectives and priorities of the Council's Corporate Plan for the relevant service area. Key performance measures and service area risks have been identified for the purposes of quarterly monitoring and reporting throughout the term of the Service Plan.

### Comments of Head of People, Policy and Transformation

This service plan has been developed to support the achievement of the new Corporate Plan and embeds the well-being goals of the Well-Being of Future Generations (Wales) Act 2015. The service plan and our corporate plan objectives are ambitious and focused on working collaboratively with our staff, residents, and partners to improve service delivery across the city whilst supporting other related

plans and strategies, in particular the council's digital strategy and climate change plan. In addition, there is a strong focus on sustainable development, the socio-economic duty and social value.

As the Council works towards its new Corporate Plan and subsequent Service Plans, it will be necessary for each service area to consider the workforce required to achieve the objectives as set out. Any staffing impact will be considered, and consultation will take place as and when necessary.

## **Local issues**

None.

## **Performance Scrutiny Committee**

The Service Plan was presented to the Place & Scrutiny Performance Scrutiny Committee on the 5<sup>th</sup> December 2022. The Feedback and recommendations from the Scrutiny Committee are outlined below and have been considered prior to the approval of the Cabinet Member(s) in this report.

The Committee wished to give their thanks to Officers for attending.

The Committee were happy with what was presented within the draft Service Plan.

The Committee were pleased to note that the mental health implication of staff has been taken into account with hybrid working and were reassured to hear that staff who wish to work within the Civic Centre everyday are able to.

Performance Measures "Percentage of Council Tax arrears collected" and "Percentage of NDDR arrears collected", The Committee felt that these targets should be higher. However, the Committee were pleased to hear that the service area always try to take maximum collections of all debts.

*The targets have not been adjusted upwards as the current cost of living challenges and general economic situation would mean they would be unrealistic. They are at or just higher than current 'actuals' and maintaining/increasing them in the current climate will be challenging and stretching. The Revenues Department always endeavour to maximise collection of Council revenues and the IT and Robotic initiatives within the Service Plan will allow them to focus more on this in the future and also support residents / businesses were needed. Targets will be considered on an annual basis and will be increased if appropriate.*

The Committee discussed project "Upgrade to a new financial system", which is Cloud-based. After hearing from Officers that the platform is safe and safeguards are in place, Members would like to know whether it was asked in procurement meetings with suppliers that their platforms are secure and have the required safeguards.

*These were part of the evaluation of suppliers*

The Committee were pleased to note the update on Objective 1, Reference 8 relating to Climate Change, as the deadline is fast approaching. It was requested that Members can see a copy of the letter sent to the service area from Friends of the Earth.

*HoF will send the letter to Scrutiny Officer*

## **Fairness and Equality Impact Assessment:**

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. As part of the Council's Corporate Plan 2022-27, an FEIA was completed to assess the impact of the Corporate Plan which can be found through the link here. In the development of the Service Plan, these have been aligned to the strategic priorities of the Corporate Plan to support its delivery.







Where specific decisions are required by service areas, a separate FEIA will be completed by the service area and included as part of any proposal for Cabinet / Cabinet Member(s).

## Welsh Language Standards:

The final Service Plan will be published in Welsh and English on the Council's website. Where objectives, actions and projects are delivered, these will consider the Welsh Language Standards as required.

## Wellbeing of Future Generation (Wales) Act

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

 <p><b>Long Term</b></p>	<p>The Objectives set out in the service plan supports the long term Well-being Objectives and strategic priorities of Newport City Council and the wider regional and national delivery. Service areas have considered the short and long term impacts of their objectives and actions in the development of the Plan. In the decision making of the service area in relation to specific projects and work will consider the long term impacts based upon the principles set out in the Well-being Act and as part of any FEIA. As the Plan is delivered the service area will review and consider any emerging opportunities and risks and update the Plan as necessary.</p>
 <p><b>Collaboration</b></p>	<p>In the delivery of the service plan, each service area will collaborate locally, regionally and nationally. The service area will also collaborate internally with other service areas and strategic partners as required. NCC will utilise its existing partnership arrangements such as Gwent Public Services Board (One Newport), Cardiff Capital Region, Gwent Regional Partnership Board and other collaborative arrangements to support the delivery of its objectives. Many of the priorities, programmes and projects in the Plan are building on what the Council has set out in its strategies and plans as well as the priorities set at national and regional levels in Wales. As we progress in the delivery of this Plan we will be working across all sectors whether this is private, public sector, not for profit and voluntary groups to share ideas, find innovative and sustainable solutions to tackle the many issues faced by the Council, communities and businesses.</p>
 <p><b>Involvement</b></p>	<p>Newport City Council's Corporate Plan has set out four key principles:  <b>Fair and inclusive</b> – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.  <b>Empowering</b> – We will work with and support communities, groups, and partners to thrive.  <b>A listening council</b> – The views of communities, service users and partners will shape the services we deliver and the places you live in.  <b>Citizen Focussed</b> – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values</p> <p>In the delivery of the service plans, service areas will be using existing mechanisms such as the FEIA process, Consultations, focus groups and general compliments, comments and complaints processes to involve stakeholders in the decision making of key projects, objectives and actions.</p> <p>Service Areas will be contributing towards the Council's Strategic Equality Plan and Participation Strategy to enable citizens, and other key stakeholders to contribute towards the delivery and improvement of services.</p>
 <p><b>Integration</b></p>	<p>The service plan supports the Council's Corporate Plan 2022-27 and its Well-being Objectives. Within each Plan, they have identified where their own objectives contribute towards the delivery of the Plan. As we progress with the delivery of the Corporate Plan and service plans we will be working with our local and regional partners to help support the achievement of ours and their vision and objectives. For example, Newport Council will be working with Cardiff Capital Region, Gwent Public Services Board, Regional Partnership Board and the individual organisations to ensure there is synergy in our aims for Newport and to ensure Newport maximises the opportunities offered through integrated approaches that will benefit Newport's communities.</p> <p>Service plans are also aligned to the Council's Strategies such as Climate Change Plan and Digital Strategy as examples. Where there are specific actions to deliver these, the service plans have integrated these into its objectives.</p> <p>As we deliver against our Well-being Objectives and priorities, the Corporate Plan will evolve, considering the ongoing external and internal changes of the organisation and the city. As an organisation we regularly review and challenge ourselves on our objectives, priorities and Plans to ensure they reflect the priorities of communities and the Council.</p> <p>This will also mean considering and integrating the Well-being Act's sustainable principle and of 5 ways of working, Equality Impact Assessment including Socio-economic duty, and Marmot principles in the decisions we make.</p>



### **Prevention**

Each of the objectives have considered the actions that we will need to take now to prevent problems from taking place or getting worse across our communities and Council services in the long-term. The Corporate Plan provides many opportunities to tackle the increasing demand faced by our services and getting to the root causes of these pressures.

Service Plans have included objectives and actions which aim to prevent the issues being faced now and to find long term solutions to prevent impacts on future generations.

Through involvement and collaboration with our partners, communities and businesses we will be designing and delivering services to improve their outcomes and ensure long term sustainability for communities and the Council.

### **Consultation**

See Scrutiny comments above.

### **Background Papers**

Corporate Plan 2022-27

**Dated: 17 February 2023**



# Finance

## Service Plan 2022-24

## Contents

## Page No.

Introduction	2
Transformation Plan / Service Area Projects	3
Workforce Development	4
Objectives and Actions 2022-24	5
Performance Measures	14
Risk Register	16

Cabinet Member for Organisational Transformation	Dimitri Batrouni
Cabinet Member for Community Well-being	Debbie Harvey
Leader and Cabinet Member for Economic Growth & Investment	Jane Mudd
Director for Transformation & Corporate	Rhys Cornwall
Head of Service	Meirion Rushworth

# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an *Ambitious, Fairer and Greener Newport for Everyone* and contribute towards Wales's Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Finance Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Since the Senior Management Structure implemented in Autumn 2021, the Finance service comprises of six teams: Accountancy; Internal Audit; Procurement/e-payments; Revenues, Benefits and Customer Services. Together, the teams provide a diverse mix of services and activities that support the Council's service areas; setting overall policy frameworks for the whole Council; and Revenues, as one of the biggest external customer departments dealing with all households and businesses and Customer Services dealing with the Council's external service requests, both face to face and phone. /Digital transactions. Examples of the areas / functions include:

- Setting policy, good practice, training, support, and co-ordination to enable effective financial management and strategic planning of a net revenue budget of c£340m, supporting over 200 budget manager's/service managers, Head teachers and Members.
- Supporting the organisation develop its services and deliver key projects with financial advice and support as needed.
- Providing assurance to the Council and Schools on the effectiveness and efficiency of its governance, risk management and internal control of its financial and non-financial resources including where necessary the investigation of impropriety / theft.
- Collect c£120m of income from Council Tax, Business Rates and various sundry debts.
- Manage and support the Council's interaction with its suppliers to ensure value for money through e-ordering, payments, and support services in tendering / awarding / managing contracts.
- Supporting the Head of Finance in carrying out his statutory Section 151 responsibilities.

Through the Corporate Plan and beyond, the Finance Services will continue to build on delivering more 'self-service' functions, both internally such as the Council's Budget Management System and externally through the development of the Council's Customer Relationship System and *My Account* enabling residents and businesses to engage with the Council electronically in more areas and design and build solutions with services to deal with these efficiently and effectively. Specifically, within Revenues and Benefits, we will roll out 'self-service' in Council Tax and Benefits administration, as part of the *My Account* offer. Ensuring the Council's resources are focussed on its key priorities is increasingly important and our Finance Business Partners will support and develop strong, integrated financial planning, management, and governance. The Internal Audit team is already collaborating with Monmouthshire Council through the sharing of the Chief Internal Auditor and continue to provide high level assurance service to the Council on the financial and non-financial governance, risk management and internal control.

Supporting the Council and City through the Covid Pandemic throughout the previous two years or so has dominated our agenda and our work on supporting businesses and households and individuals is still on-going, either Covid or increasingly, cost of living related - business rates reductions scheme, winter fuel payments, WG & NCC cost of living support scheme for example.

As we write this, the financial outlook for public services is increasingly challenging and uncertain and also, the Council has a new Corporate Plan. We will aim to support and where applicable, deliver on key deliverables and objectives in the Plan as well as support the organisation in navigating through the financial challenges. Specifically, as we do this, we will need to work in the Council's 'new normal' arrangements and ensure staff are working in the most effective, efficient, and safe manner.

## Finance Objectives

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering four objectives:

**Objective 1** - Support the medium to long term financial management & planning (Revenue and Capital) across the Council to focus resources on key objectives and help financial sustainability of Council services.

**Objective 2** - Develop a range of customer focused services via re-opening of face-to-face services and development of the 'Newport App' and 'My Council Services' systems.

**Objective 3** - Embed social value, carbon reduction and Welsh TOMs into the Council's procurement processes.

**Objective 4** - Revenues and Benefits team and Income Collection team support households and businesses through the Cost-of-Living crisis.

## Transformation Plan / Service Area Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Digital Transactions for Council Taxpayers and those applying for and in receipt of Housing Benefits</b>	To provide the means for customers to carry out routine transactions digitally. To enable citizens to access their council tax / HB 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.	Well-being Objective 4	Revenues and Benefits Manager	Quarter 3 2022/23
<b>Upgrade to a new financial system</b>	The replacement of the existing financial system, which is on an unsupported platform and not integrated, with a fully integrated, Cloud-based, system which improves the user experience, quality of reporting and access on a more remote basis.	Well-being Objective 4	Assistant Head of Finance	Quarter 1 2023/24

# **Workforce Development**

To support workforce development across the Finance Service Area, the following actions have been identified as priority between 2022-24.

<b>Action</b>	<b>Outcome(s) of Action Delivery</b>	<b>Responsible Officer (Service Manager)</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
Introduce succession planning practices and strengthen resilience in teams to extent possible.	Develop and promote career progression and resilience across all Finance functions via review of structures, to the extent possible	All	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023
Review the current approach to recruitment within Finance, with a particular focus on entry level posts.	Improve the likelihood of recruiting to vacant posts and create new routes for people to enter Finance. This may include the introduction of graduate schemes, traineeships or school leaver schemes.	All	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

# Service Area Objectives and Action Plan 2022-24

<b>Objective 1</b>	<b>Support the medium to long term financial management &amp; planning (Revenue and Capital) across the Council to focus resources on key objectives and help financial sustainability of Council services.</b>					
<b>Objective Outcome(s)</b>	To support the Council's services to have sustainable and robust finances (revenue and capital) to deliver Council services through: <ul style="list-style-type: none"> <li>• Development and delivery of a new 5-year Capital Programme to deliver key Council programmes and projects.</li> <li>• Embed and implement operating model to improve the Council's approach to in-year financial management.</li> <li>• Integrate climate change mitigation financial impacts into medium- and long-term planning and business cases.</li> <li>• Meet statutory requirements to draft Statement of Accounts within reduced timescales.</li> </ul>					
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>	Corporate Plan 2022-27 Climate Change Plan 2022-27					
<b>Well-being Objective Supported (If Applicable)</b>	<b>Well-being Objective 4</b> – Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.					
<b>Well-being Strategic Priorities Supported</b>	<b>WBO 4 / Strategic Priority 3</b> – Deliver our organisational Climate Change Plan to become a net zero organisation by 2030.					
<b>Objective Owner(s)</b>	Assistant Head of Finance					
<b>Communication Support / Promotion (Yes / No)</b>	No					
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Development of the new Capital programme	Review of the existing programme, followed by a new five-year Capital Programme which reflects the Council's corporate ambitions whilst being affordable, prudent and sustainable.	Not Applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
2	Adopt and embed a rolling approach to programme management.	A rolling capital programme that will be updated on an annual basis.	Not Applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
3	Review of activity associated with the closure of accounts.	The introduction of a programme of review of activity across Accountancy, with the aim of identifying ways to complete tasks more efficiently, automate them, undertake them in advance of the year-end or not undertake them at all if there is no value added.	Not Applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024



4	Review of the approach taken to technical aspects of the accounts.	A robust review of historic approaches to processes such as asset valuations (in line with new audit advice), the utilisation of the new system to automate and facilitate more of the technical aspects and updated approaches to the production of the core statements.	Not Applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
5	Ensure the new financial system maximises the quality of financial information provided to budget holders.	An easy to use, readily accessible financial system, which provides real-time management information and interactive, useful reporting tools.	Not applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2023
6	Expand the financial training offer to include general financial training for budget managers – augmenting and co-ordinated with current offers.	Budget managers with a wider appreciation of the financial context that the Council works within, including Council funding sources, basic accounting concepts, capital and treasury management.	Not Applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	30 <sup>th</sup> Sept 2023
7	Review, amend and embed robustly a revised operating model that underpins the revenue budget management process.	Clarity of expectations upon budget managers and Accountancy staff, a robust approach for identification of risk-based areas and a revised annual budget monitoring timetable.	Not Applicable	Assistant Head of Finance	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
8	Consider the climate and nature emergency and carbon reduction initiatives within the Council's long term capital programme and revenue budget / Medium Term Financial Plan, maximising the use of external funding where possible.	<ul style="list-style-type: none"> <li>Climate and decarbonisation incorporated in to the MTFP &amp; capital programme, subject to affordability.</li> <li>Capital and Treasury Management Strategy reviewed and updated to ensure they consider climate change and the nature emergency.</li> </ul>	Well-being Objective 4 / Strategic Priority 3 Climate Change Plan	Assistant Head of Finance Head of Finance	1 <sup>st</sup> May 2022	31 <sup>st</sup> December 2022
9	Review all investments to ensure they are invested in ethically based funds.	<ul style="list-style-type: none"> <li>Existing investments reviewed.</li> <li>Ethically based investments reflected in our Capital and Treasury Management Strategy</li> </ul>	Well-being Objective 4 / Strategic Priority 3 Climate Change Plan	Assistant Head of Finance	1 <sup>st</sup> May 2022	31 <sup>st</sup> March 2023

10	Use our influence to encourage the staff pension fund to invest in ethically based funds.	Pension board aware.	Well-being Objective 4 / Strategic Priority 3 Climate Change Plan	Assistant Head of Finance Head of Finance	1 <sup>st</sup> May 2022	31 <sup>st</sup> December 2022
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<b>Objective 2</b>		<b>Develop a range of customer focused services via re-opening of face-to-face services and development of the 'Newport App' and 'My Council Services' systems.</b>				
<b>Objective Outcome(s)</b>		The Council will develop its existing customer focused services, including: <ul style="list-style-type: none"> <li>In-person services using new technologies such as appointment bookings, scan stations and promoting self-service opportunities.</li> <li>Deliver a single platform that will enable people to maximise the use of My Council Services to undertake self-service and reduce calls to the Contact Centre.</li> <li>Automate repetitive processes making them more efficient and freeing up resource enabling handling of more complex queries</li> <li>Support digital literacy to enable people to access the Council's digital services.</li> <li>The Revenues and Benefits team will increase the options available for customers to transact digitally</li> </ul>				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b> <b>Digital Strategy</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 2</b> - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future. <b>Well-being Objective 4</b> - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 2 / Strategic Priority 6</b> - Collaborate and support investment into a digital infrastructure which will provide equitable access for residents and businesses across Newport. <b>WBO 4 / Strategic Priority 4</b> - Provide fair access to the council's in-person and digital services, including digital skills training and support.				
<b>Objective Owner(s)</b>		<b>Customer Services Service Manager</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	Support the provision of Benefits Service to Newport citizens that makes best use of the resources available.	Capita Connect integration. Transfer of HB enquiry lines to the Contact Centre. Maximise the use of automated and digitised services.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Customer Services Service Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2024
3	Review of administrative processes and services within customer services	By moving to the use of technology such as artificial intelligence systems we can make repetitive processes	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Customer Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

		more efficient freeing up staff to deal with more complex queries				
4	Explore all options available for the use of robotics within the Revenues and Benefits Section	To remove the requirement for staff to carry out repetitive standard transactions, to free up resources for debt recovery and welfare related matters	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Revenues and Benefits Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
5	Continuing Development of the Newport App and My Council Services system. Look at opportunities that occur by being part of project and project boards such as Digital strategy and web redevelopment. Collaboration with the Intelligence Hub will also provide us with the data we need in order to make informed decisions that are beneficial to the Council and residents.	Staff and Residents are able to report, pay and request services from anywhere. Staff to have the ability to mobile work with Real – Time Reporting.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Operational Support Manager	1 <sup>st</sup> January 2023	31 <sup>st</sup> March 2024
6	Government Design Standards to be utilised across customer facing platforms to enhance the customer experience.	This means that residents accessing our services through Government portals or the Council's website will have consistency in any forms that they may need to complete	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Customer Services Manager	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2023
7	Develop an appointment system for the re-opening of the F2F. Incorporate self-scanning, booking in functionality. Deliver for all services providing appointments.	In-person services using new technologies such as appointment bookings, scan stations and promoting self-service opportunities.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Customer Services Manager	1 <sup>st</sup> December 2022	31 <sup>st</sup> March 2023
8	Explore and implement System Rationalisation across the authority looking a way to replace or integrate back-office systems through use of 'My Council Services' system. Collaboration with the Intelligence Hub will also provide us with the data we need in order to make	Suggested areas for review – Regulatory Services, HOTH, Allotments, Trees	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Customer Services Manager	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2025

	informed decisions that will form part of our efficiencies planning					
10	Reopen Face to Face services at the Central Library & Museum.	Residents will be able to access services by the way of an appointment booking system and automatic check-in when they arrive enabling us to be more efficient in managing resources available. Residents will also be able to use scanning stations to provide relevant documentation needed for some services such as Housing Benefits which will result paperless working and reduced costs associated with scanning/photocopying.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Customer Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
11	Develop and enable digital/self-service Functionality of the 'Capita Revs / Bens IT system	Enable the Council's Council Tax / NNDR system which allows residents and businesses to transact digitally and to have a self-service functionality.  This will improve the efficiency revenue transactions and provide greater options for users to monitor and pay their bills.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Revenues & Benefits Manager	1 <sup>st</sup> December 2019	31 <sup>st</sup> March 2024
12	Embed the digital / self-service functionality of the Revs/Bens system into the Newport City Council website as part of 'my council services' to offer a consistent experience for the customer.	Integration of self-service system functionality into the Council's web service software partner into the main council website.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	Revenues & Benefits Manager	1 <sup>st</sup> March 2020	31 <sup>st</sup> March 2023
13	Complete a desktop review of the two main Revenues IT systems to assess strengths and weaknesses across a number of review areas.	A more robust and supported platform solution to deliver council tax, benefits and NNDR services.	Not Applicable	Revenues and Benefits Manager	1 <sup>st</sup> November 2021	31 <sup>st</sup> March 2024

	Complete a review of other users experience of each system to augment and inform the above analysis					
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<b>Objective 3</b>		<b>Embed social value, carbon reduction and Welsh TOMs into the Council's procurement processes.</b>				
<b>Objective Outcome(s)</b>		To support the Council's strategic priorities to become net carbon zero by 2030 and to generate opportunities for businesses in Newport and the region.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27 Procurement Strategy</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 4</b> – Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 4 / Strategic Priority 3</b> – Deliver our organisational Climate Change Plan to become a net zero organisation by 2030. <b>WBO 4 / Strategic Priority 7</b> - Generate opportunities to build wealth across Newport's communities through progressive procurement of goods and services and other initiatives such as participatory budgeting				
<b>Objective Owner(s)</b>		<b>Procurement and Payments Service Manager</b>				
<b>Communication Support / Promotion (Yes / No)</b>		<b>Yes</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
Page 22 1	Use information gained from existing contracts to inform future direction for new tender specifications, carbon questionnaires and social value measures and requirements (TOMs).	<ul style="list-style-type: none"> <li>New tender templates and documentation developed for use across the procurement Gateway Process.</li> <li>Carbon reporting taking place for contracts in line with WPPN 06/21.</li> <li>WPPN 12/21 informing new specifications and questionnaires.</li> <li>Value of contracts that will require carbon reporting agreed.</li> </ul>	WBO 4 / Strategic Priority 3  WBO 4 / Strategic Priority 7  Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022 and on-going
2	Develop and build on the Council's procurement gateway process to fully consider climate change, carbon reduction and sustainability.	<ul style="list-style-type: none"> <li>New template forms are developed and being used.</li> <li>Forms are added to intranet pages.</li> </ul>	WBO 4 / Strategic Priority 3  WBO 4 / Strategic Priority 7  Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022
3	Consider climate change and carbon reduction action at the early stage of the procurement planning process and contract development by:	<ul style="list-style-type: none"> <li>New template forms are developed and being used</li> <li>Carbon Reduction Team involved in reviewing Carbon Reduction measures in project proposals prior to Gateway sign off.</li> </ul>	WBO 4 / Strategic Priority 3  WBO 4 / Strategic Priority 7  Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going

	<ul style="list-style-type: none"> <li>Developing a new tender action timetable template; and</li> <li>Using annual forward work plans to help inform on upcoming tenders.</li> </ul>	<ul style="list-style-type: none"> <li>Tender Action Timetable updated and in use.</li> </ul>				
4	Implement a social value tool (e.g. National Themes, Outcomes and Measures known as TOMs) that considers climate change and carbon reduction to assist with evaluation.	<ul style="list-style-type: none"> <li>Tender value for carbon questionnaire and TOMs is agreed (&gt;75k)</li> <li>National TOMs and carbon questionnaire for tenders agreed and in use.</li> </ul>	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022
5	Provide appropriate training to undertake the new processes for: <ul style="list-style-type: none"> <li>Procurement staff</li> <li>Staff/managers undertaking the procurement process</li> <li>Gateway decision makers</li> </ul>	Guidance and training material produced and in use to inform and train colleagues in new Gateway processes.	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022
6	Ensure collaborative contracts include carbon reduction measures and that collaborative contract management includes the ability to capture lifetime data and seek continuous improvements.	<ul style="list-style-type: none"> <li>Collaborative contracts measures meet with NCC requirements before committing.</li> </ul> <p>Arrangements monitored to make sure that carbon reduction measures are in place</p>	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going
7	Use the Welsh National TOMs as scorable evaluation criteria in medium & high value tenders.	<ul style="list-style-type: none"> <li>Guidance and tender documentation amended to include a new Climate/Carbon section detailing the drive to net zero and the expectations on our suppliers.</li> <li>Guidance and tender documentation amended to include scorable questions which will be evaluated and will feed into overall evaluation</li> </ul>	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022 and on-going

8	Brief potential suppliers on the carbon reduction need for each procurement.	<ul style="list-style-type: none"> <li>Supplier events or other communication methods set up and taken place to inform suppliers of Carbon Reduction requirements.</li> </ul>	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	Procurement Service Manager	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going
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<b>Objective 4</b>		<b>Revenues and Benefits team and Income Collection team support households and businesses through the Cost-of-Living crisis.</b>				
<b>Objective Outcome(s)</b>		All registered applications to be paid in accordance with the WG guidance and those eligible for the local Newport Scheme. To Review and Implement the revised valuations across the city				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		Not Applicable				
<b>Well-being Objective Supported (If Applicable)</b>		Not Applicable				
<b>Well-being Strategic Priorities Supported</b>		Not Applicable				
<b>Objective Owner(s)</b>		<b>Revenues and Benefits Manager</b>				
<b>Communication Support / Promotion (Yes / No)</b>		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
24 1	Identify all qualifying households for the WG scheme	Make payments to all registered households.	Not Applicable	Revenues and Benefits Manager	1 <sup>st</sup> April 2022	31 <sup>st</sup> October 2023
2	Design and agree Newport local scheme	Ensure appropriate households / individuals are targeted to receive support	Not Applicable	Revenues and Benefits Manager Head of Finance	1 <sup>st</sup> April 2022	31 <sup>st</sup> October 2023
3	Identify all qualifying households / individuals for the Newport Local Scheme	Make payments to all qualifying households / individuals	Not Applicable	Revenues and Benefits Manager	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2023
4	Pay 'Winter Fuel' benefits in line with qualifying criteria	Make payments to all qualifying households / individuals	Not applicable	Revenues and Benefits Manager	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2023
5	Carry out and implement the business rate revaluation due in April 2023.	Update all property valuations and ensure that all stakeholders have the information they require at the appropriate time: <ul style="list-style-type: none"> <li>Ratepayers</li> <li>NCC</li> <li>VOA</li> </ul>	Not Applicable	Income collection Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023



		Provide regular updates and impact assessments on the proposed revaluation as information becomes available from October 2022 onwards.				
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# Performance Measures

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
Percentage Council Tax Collection	Monthly	Revenues and Benefits Manager	Revenues and Benefits Manager	95.4%	96.1%	96.5%	<b>96%</b>
Percentage Non-Domestic Rates Collected	Monthly	Revenues and Benefits Manager	Revenues and Benefits Manager	94.4%	96.3%	97%	<b>96.5%</b>
Percentage total Council Tax Collected as a percentage of annual budgeted amount.	Monthly	Revenues and Benefits Manager	Revenues and Benefits Manager	101%	100.53%	100%	<b>100%</b>
Increased Council Tax paid by Direct Debit	Annual	Revenues and Benefits Manager	Revenues and Benefits Manager	62.4%	65.35%	63%	<b>67%</b>
Percentage of Council Tax arrears collected	Monthly	Revenues and Benefits Manager	Revenues and Benefits Manager	25.4%	32.71%	30%	<b>30%</b>
Percentage of NDDR arrears collected	Annual	Revenues and Benefits Manager	Revenues and Benefits Manager	22.8%	42.51%	30%	<b>40%</b>
Percentage of Internal Audit Plan completed	Quarterly	Chief Internal Auditor	Internal Audit Team	78%	71%	80%	<b>80%</b>
Percentage agreed management actions- implemented within 6 months of receipt of final Internal Audit Report.	Quarterly	Chief Internal Auditor	Internal Audit Team	71%	80%	90%	<b>90%</b>
Number of days to issue a draft report	Quarterly	Chief Internal Auditor	Internal Audit Team	8 days	5 days	10 days	<b>10 Days</b>
Number of days to issue a final report	Quarterly	Chief Internal Auditor	Internal Audit Team	3 days	3 days	5 days	<b>5 Days</b>
Percentage Payment of Invoices within timescales	Monthly	Procurement & Payments Manager	Procurement & Payments Manager	91.9%	92.61%	90%	<b>90%</b>
Percentage of customer transaction requests carried out Face to Face	Monthly	Customer Contact Centre Manager	Customer Contact Centre	29%	0.86% (1,459)	30%	<b>30% or less</b>
Customer Contact Centre average wait time- Council Tax enquiries	Monthly	Customer Contact Centre Manager	Customer Contact Centre	14 minutes 29 seconds	22 minutes 59 seconds	25 minutes	<b>25 minutes</b>
Customer transaction requests made online using MCS	Monthly	Customer Contact Centre Manager	Customer Contact Centre	Not available	76.5% (320,133)	70%	<b>70% or more</b>
Customer Contact Centre average wait time- main enquiry line.	Monthly	Customer Contact Centre Manager	Customer Contact Centre	4 minutes 56 seconds	8 minutes 1 second	5 minutes	<b>5 minutes or less</b>
Customer Contact Centre average wait time- Welsh enquiry line	Monthly	Customer Contact Centre Manager	Customer Contact Centre	2 minutes 26 seconds	3 minutes 44 seconds	5 minutes	<b>5 minutes or less</b>
<b>(New)</b> Average time of processing new housing benefit claims	Monthly	Benefits Manager	Benefits Manager	34.00 days	33.19 days	32 days	<b>32 days</b>
<b>(New)</b> Average time of processing change events.	Monthly	Benefits Manager	Benefits Manager	9.32 days	7.90 days	14 days	<b>14 days</b>

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners	Name of Data Provider	Actual 20/21	Actual 21/22	Target 21/22	Target 2022/23
<b>(New)</b> The amount of housing benefit overpayments recovered during the quarter as a percentage of the total amount of housing benefit overpayments identified during the quarter	Quarterly	Benefits Manager	Benefits Manager	102.02%	105.40%	Not Available	<b>Min 103%</b>
<b>(New)</b> The amount of housing benefit overpayments written off during the quarter as a percentage of the total amount of housing benefit overpayments outstanding	Quarterly	Benefits Manager	Benefits Manager	0.01%	3.84%	Not Available	<b>2%</b>
<b>(New) Budget monitoring – Budget Manager submissions</b> Percentage of monthly forecasts submitted by budget managers.	Monthly	Assistant Head of Finance	Service Manager - Accountancy	N/A	N/A	N/A	<b>80%</b>
<b>(New) Budget monitoring – Forecast accuracy</b> Percentage variance between January forecast and final outturn	Annual	Assistant Head of Finance	Service Manager - Accountancy	N/A	N/A	N/A	<b>0.5%</b>
<b>(New) Financial Training</b> Satisfaction or better ratings from individuals participating in training provided by Finance service	Quarterly	Assistant Head of Finance	Service Manager - Accountancy	N/A	N/A	N/A	<b>80%</b>
<b>(New) Grant claims</b> Percentage of grant claims submitted in line with awarding body deadlines.	Quarterly	Assistant Head of Finance	Accountancy Team	N/A	N/A	N/A	<b>95%</b>

# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
<b>Balancing the Council's Medium-Term Budget</b>	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years	Assistant Head of Finance	20	10	Corporate Risk
<b>Council Income Reduction</b>	Collection of Council Tax, Business Rates and Sundry Debts is still recovering and has now been impacted by the cost-of-living crisis.	Income Collection Manager	12	8	Service Risk
<b>In Year Financial management (Revenue)</b>	This relates to the in-year management of budgets and risk profiling of service areas / activities that are forecasting end of year overspends	Assistant Head of Finance	12	8	Service Risk
<b>Finance Systems</b>	Key Systems (Oracle / C Tax / NNDR) failure which would have very significant implications for service delivery and organisational impacts	Assistant Head of Finance	16	5	Service Risk
<b>ICT- Self-service within C Tax/NNDR area</b>	Self- service within C Tax / NNDR area does not develop because of lack of IT capacity	Income Collection Manager	9	6	Service Risk
<b>(New) In-year financial management (capital)</b>	This relates to the in-year management of capital schemes and the need to minimise the level of slippage of budget from one financial year to future years.	Assistant Head of Finance	12	6	Service Risk
<b>(New) Failure to achieve completion of the Annual IA Plan</b>	The IA Plan comprises of opinion and non-opinion related audit jobs. If not enough opinion related jobs are completed to draft report stage by the end of the financial year this could impact on the CIA's ability to provide an overall opinion on the adequacy of the internal control environment, governance arrangements and risk management processes operated within the Council.	Head of Internal Audit	12	9	Service Risk