

# Agenda



## Delegated Decisions - Joint Cabinet Member

---

Date: Monday, 20 March 2023

To: Councillors J. Mudd and D. Batrouni

---

### Item

### Wards Affected

1 Law and Standards Service Plan 2022-24 (Pages 3 - 24)

This page is intentionally left blank

# Report



## Leader of the Council and Cabinet Member for Organisational Transformation

---

### Part 1

Date: 20 March 2023

**Subject** Law and Standards Service Plan 2022-24

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

**Author** Head of Law and Standards

**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 Law and Standards Service Plan 2022-24 has identified three objectives which will support the delivery of the Corporate Plan:

1. To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources
2. To improve the constitutional and corporate governance arrangements
3. To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes

Additionally, the Service Plan includes the service area's projects and workforce development which will allow continuous improvement of services. To monitor the delivery of services, the Service 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 Law and Standards Service Plan to support the delivery of the Corporate Plan.

**Action by** Head of Service

**Timetable** Immediate  
This report was prepared after consultation with:

- Place and Corporate 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 the [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, Law and Standards 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 three objectives.

1. To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources
2. To improve the constitutional and corporate governance arrangements
3. To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes

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

\* Taking account of proposed mitigation measures

#### **Links to Council Policies and Priorities**

Corporate Plan 2022-27

### **Options Available and considered**

1. To agree the Law and Standards 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 climate change plan. In addition, there is a strong focus on improving the democratic process and how members and committees support the council as a whole.

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 and Corporate Performance Scrutiny Committee on 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.
- In relation to Objective 3, Reference 4 – *“Undertake a review of staffing structures within the Registration and Coroners Service and identify any changes required to address workload issues, legislative changes and budget pressures”*, The Committee would like to receive feedback from the meetings with Gwent Police in relation to taking the Council’s management of the five Police staff members.

## 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>
 <p><b>Prevention</b></p>	<p>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.</p> <p>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.</p> <p>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.</p>

## Consultation

See Scrutiny comments above.

## Background Papers

Corporate Plan 2022-27

Law and Standards Service Plan 2022 – 2024

**Dated: 20 March 2023**





# Law & Standards Service Plan 2022-24

<b>Contents</b>	<b>Page No.</b>
Introduction	1
Transformation Plan / Service Area Projects	3
Workforce Development	3
Objectives and Actions 2022-24	4
Performance Measures	13
Risk Register	14

Leader of the Council	Jane Mudd
Cabinet Member for Organisational Transformation	Dimitri Batrouni
Director for Transformation & Corporate	Rhys Cornwall
Head of Service	Elizabeth Bryant

# 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' 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 Law and Standards Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Law and Standards is part of the Council's Transformation & Corporate Directorate and is responsible for delivering wide range of statutory 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
- Gwent Coroner's service.

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 and Coroner's Service, Electoral Registration, Scrutiny, and Local Land charges are all statutory requirements. Professional services such as Legal and Democratic Services directly support the Council's corporate governance arrangements and the delivery of other statutory and regulatory services throughout the Council. The service area has a gross operating budget of £4.5m and employs 131 staff.

## Service Area Objectives

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

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

**Objective 2** - To improve the 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

# Transformation Plan / Service Area Projects

Law & Standards will not be leading on the delivery of any Transformation Plan or service area projects. However, the service will be supporting the Council with other programmes and projects through its Legal and Democratic services.

## Workforce Development

To support workforce development across the Law & Standards service area, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Undertake further 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.	Head of Service (Lead Officer) Service Managers.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024
Explore options for trainee posts for legal executives and solicitors and training programmes for other staff to develop local talent management framework.	Opportunities provided for new and existing staff to improve the capability and capacity of the service area.	Head of Service (Lead Officer) Service Managers.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
Undertake a further review of current Job Descriptions and current workforce capability to future skills and knowledge gaps.	This work will enable the service area to identify training opportunities and updating of Job Descriptions to bridge the knowledge and skills gaps identified.	Head of Service (Lead Officer) Service Managers.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024

# Service Area Objectives and Action Plan 2022-24

<b>Objective 1</b>		<b>To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources.</b>				
<b>Objective Outcome(s)</b>		To deliver the best, affordable statutory and professional support services. Statutory requirements and service area demands continue to be met within available budget and staffing resources.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Not Applicable</b> – Law & Standards will be supporting other service areas in the delivery of their objectives and activities.				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Not Applicable</b>				
<b>Well-being Strategic Priorities Supported</b>		<b>Not Applicable</b>				
<b>Objective Owner(s)</b>		<b>Head of Law &amp; Standards and Service Managers</b>				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models.	Key milestones for the legal work associated with key corporate regeneration and transformational projects will continue to be met and advice will be provided in a timely manner.	Not Applicable	Head of Law & Standards	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
2	Undertake a review of staffing structures within the Legal Section and explore options for the creation of trainee posts for Legal executives and Solicitors.	Improved capability and capacity to deliver legal services within available budget.  Development of local talent and succession planning to meet workforce planning objectives	Not Applicable	Assistant Head of Legal Services	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
3	Undertake a review of staffing structures within Democratic Services and Elections.	Improved integration of the Elections and Governance Teams, with improved management structures and increased resilience.  Improved capability and capacity to deliver democratic and elections services within available budget	Not Applicable	Democratic and Elections Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
4	Undertake a review of staffing structures within the Registration and Coroners Service and identify any	Appoint Area Coroner and/or Additional Assistant Coroners to address workload issues and backlog of coroner's inquests.	Not Applicable	Registration and Coroner Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023

	changes required to address workload issues, legislative changes and budget pressures	<p>Casual staff within registration service are moved to annualised hours contracts, where appropriate, to mitigate budget pressure.</p> <p>Formalise arrangements with Gwent Police for the appointment and management of Coroner's Officers</p> <p>Improved capability and capacity to deliver services within available budget and to meet proposed legislative changes to Registration services.</p>				
Page 14 5	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies	<p>Identify most viable option for the relocation or refurbishment of the Coroner's court and office accommodation, to meet disability access requirements and improve public service. To meet the requirements of the Transformation Plan and property asset rationalisation objectives.</p> <p>Re-commissioning of supplies and services and longer-term agreements for post mortem and other coroner services will deliver efficiency savings and service improvements.</p>	Not Applicable	Registration and Coroner Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
6	Undertake a review of discretionary fees and charges for Legal work and local land charges searches and identify any opportunities to generate additional income	Fees and charges are set at an appropriate level to maximise income generation and manage budget pressures, while delivering value for money.	Not Applicable	Assistant Head of Legal Services	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
7	Undertake a review of ceremony fees and other discretionary fees and charges for Registration	Fees and charges are set at an appropriate level to maximise income generation and manage	Not Applicable	Registration and Coroner Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023

	services and identify any opportunities to generate additional income.	budget pressures, while delivering value for money.				
8	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.		Not Applicable	Registration and Coroner Services Manager	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023

<b>Objective 2</b>		<b>To improve the constitutional and corporate governance arrangements</b>				
<b>Objective Outcome(s)</b>		The published constitution accurately reflects all legislative changes and corporate governance arrangements. Democratic decisions are taken in a lawful, open and transparent manner, with improved scrutiny, public participation and engagement.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27 Public Engagement and Participation 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 5-</b> Promoting and improve the way in which residents and businesses can interact with the Council's democratic process and decision making.				
<b>Objective Owner(s)</b>		<b>Head of Law &amp; Standards and Democratic and Electoral Services Manager</b>				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities	<p>Standards Committee continue to be provided with timely advice, reports and training to enable them to discharge their statutory duties and their terms of reference.</p> <p>Succession planning in place for recruitment and replacement of independent members.</p> <p>Forward work-programme developed and delivered in accordance with agreed timescales.</p>	WBO 4 / Strategic Priority 5	Assistant Head of Legal Services	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024



2	Embed the Public Participation and Engagement Strategy into business as usual practice	<p>Members and Officers will be aware of and understand the role they play in engaging with residents</p> <p>Key Actions within the Public Participation and Engagement Strategy will be implemented and the effectiveness of the measures will be reviewed by Democratic Services Committee</p> <p>Hybrid meetings will be operated in accordance with the Council's multi-location meetings policy to allow Councillors and the public to attend and participate in meetings either in person or remotely.</p> <p>The Participation Strategy and Petitions scheme will ensure that the views of the public are brought to the attention of Scrutiny Committees.</p>	WBO 4 / Strategic Priority 5	Democratic and Elections Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
3	To continue to improve Scrutiny arrangements and the composite work programme.	<p>Training and development for Scrutiny Members and Chairs. Scrutiny is understood and members are supported to continually develop knowledge and skills.</p> <p>Training and development for Scrutiny Officers. Scrutiny is understood and Officers are able to support and advise scrutiny through reports and presentations.</p>	WBO 4 / Strategic Priority 5	Democratic and Elections Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
4	Implement the legislative requirements of the Elections Act 2022 in accordance with prescribed timescales and in readiness	Legislative requirements successfully implemented in accordance with prescribed timescales.	WBO 4 / Strategic Priority 5	Democratic and Elections Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

	for the May 2024 parliamentary elections	<p>Measures introduced to reduce the potential for voter fraud in elections, including a new requirement for voters to show photographic identification at polling stations</p> <p>A broad range of commonly used photographic identifications will be accepted in polling stations and, in addition, Electoral Returning Officers will be required to provide an 'electoral identity' document' –a Voter Card – to electors who apply for one.</p> <p>Changes will be implemented to polling stations to support voter ID legislation.</p> <p>Permanent and temporary staff working on elections will be fully trained to implement the new legislation.</p>				
5	Undertake a community review of community areas and electoral arrangements in accordance with the Local Government Act 1972 and the Local Government & Democracy (Wales) Act 2011.	<p>Any changes to existing community boundaries and electoral arrangements, including membership and warding of community council areas, will be identified prior to the next electoral review by the Local Democracy and Boundary Commission for Wales in 2024/25.</p> <p>Full engagement and consultation will be undertaken with key stakeholders and the public to inform the outcomes of the review.</p>	WBO 4 / Strategic Priority 5	Democratic and Elections Services Manager	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2024
6	To complete the review and re-drafting of the Council's Constitution as part of the Local Government & Elections (Wales) Act.	See Objective 2	WBO 4 / Strategic Priority 5	Head of Law & Standards	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023

7	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	See Objective 2	WBO 4 / Strategic Priority 5	Democratic and Elections Services Manager	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
8	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports.	See Objective 2	WBO 4 / Strategic Priority 5	Democratic and Elections Services Manager	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
9	All elected members undertake eco and carbon literacy training within the first year after local elections with regular updates.	<ul style="list-style-type: none"> <li>• Funding sourced for training</li> <li>• Sessions in place for members (1 session Oct/Nov - 1 session Feb)</li> </ul>	WBO 4 / Strategic Priority 3 Climate Change Plan	Democratic and Elections Services Manager	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023
10	All political and corporate decisions to evaluate the climate change, ecological and carbon reduction impacts as part of the decision-making process.	<ul style="list-style-type: none"> <li>• Democratic report templates reviewed to incorporate climate change and decarbonisation.</li> <li>• Training and guidance in place to support this.</li> </ul>	WBO 4 / Strategic Priority 3 Climate Change Plan	Democratic and Elections Services Manager	1 <sup>st</sup> June 2022	30 <sup>th</sup> September 2022

<b>Objective 3</b>		<b>To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.</b>				
<b>Objective Outcome(s)</b>		Improvements in technology and working arrangements will provide better, streamlined and efficient services, with more inclusive, flexible working arrangements for staff and improved public access to services.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</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 1</b> - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre of decision making. <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>Head of Law &amp; Standards and Service Managers</b>				
Reference	Action	Action Outcome(s)	Strategic Priority Strategy / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
Page 20 1	Introduce Stopford electronic diary system for Registration Service	Stopford electronic diary system successfully implemented, and staff are fully trained to operate system.  Customers will be able to order birth and death registration certificates and book registration appointments on-line.  Improved customer access and service delivery and more efficient use of resources	WBO 4 / Strategic Priority 4 Digital Plan	Registration and Coroner Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
2	Fully implement Legal Civica case-management system	Civica Case management system successfully implemented and Legal staff are fully trained to operate the system.  Time recording, document management and case management modules will provide staff with a more efficient and flexible working platform and will provide timely management information to	WBO 4 / Strategic Priority 4 Digital Plan	Assistant Head of Legal Services	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

		ensure that resources are being used effectively.				
3	Secure and adopt software and hardware to support voter identification applications and fulfilment as part of Election Act reforms	Legislative requirements successfully implemented in accordance with prescribed timescales.  Voter identification software and hardware procured and successfully implemented and elections staff are fully trained to operate the system.	WBO 4 / Strategic Priority 1  WBO 4 / Strategic Priority 4	Democratic and Elections Services Manager	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
4	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.	WBO 4 / Strategic Priority 4	Assistant Head of Legal Services	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024

# 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 of legal searches in 5 days.	Quarterly	Assistant Head of Legal Services	Land Charges Officer(s)	78.3	<b>79.3%</b>	95%	<b>85%</b>
Percentage of customers seen within 10 minutes.	Quarterly	Registration and Coroner Services Manager	Registration and Coroner Services Manager	No Data	No Data	95%	<b>95%</b>
Percentage of single justice procedure notices drafted within timescales	Quarterly	Assistant Head of Legal Services	Legal Support Officer	No Data	100%	98%	<b>98%</b>
<b>(New)</b> No. of views of Scrutiny meetings including live and You Tube	Half-yearly	Democratic and Elections Services Manager	Democratic and Elections Services Manager	No Data	No Data	No Data	<b>First year measure – monitoring data</b>
<b>(New)</b> Participation rates in consultations and surveys	Half-yearly	Democratic and Elections Services Manager	Senior Partnership Officer	No Data	No Data	No Data	<b>First year measure – monitoring data</b>
<b>(New)</b> Percentage of people who feel able to influence decisions affecting their local area (National Survey for Wales and local data)	Annual	Democratic and Elections Services Manager	Democratic and Elections Services Manager	No Data	No Data	No Data	<b>First year measure – monitoring data</b>
<b>(New)</b> Percentage of births registered within 42 days	Quarterly	Registration and Coroner Services Manager	Registration and Coroner Services Manager	No Data	No Data	No Data	<b>98%</b>

# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
Budgetary Pressures on Service Demands	Failure to meet increasing service demands and the requirements of new legislation due to budgetary pressures and the need to reduce staffing and other resources.	Head of Law & Standards	12	6	Service Risk
<b>(New)</b> Failure to meet new legislative requirements under the Local Elections Act 2022	Failure to meet the legislative requirements could mean members of the public are not supported to use their votes in May 2024 parliamentary elections	Democratic and Electoral Services Manager	12	6	Service Risk

This page is intentionally left blank