

# Agenda



## Performance Scrutiny Committee - Place and Corporate

---

Date: Monday, 24 July 2023

Time: 4.00 pm

Venue: Committee Room 1 / Microsoft Teams

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

---

Item	Wards Affected
1	<u>Apologies</u>
2	<u>Declaration of Interest</u>
3	<u>2022/23 Service Plan End of Year Reviews</u> (Pages 3 - 114)
4	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
5	<u>Scrutiny Adviser Reports</u> (Pages 115 - 124) <ul style="list-style-type: none"><li>a) Forward Work Programme Update (<b>Appendix 1</b>)</li><li>b) Actions Plan (<b>Appendix 2</b>)</li></ul>

Contact: Neil Barnett, Scrutiny Adviser  
Tel: 01633 656656  
E-mail: [Scrutiny@newport.gov.uk](mailto:Scrutiny@newport.gov.uk)  
Date of Issue: Monday, 17 July 2023





# Scrutiny Report

## Performance Scrutiny Committee – Place and Corporate

### Part 1

Date: 24<sup>th</sup> July 2023

### Subject 2022/23 Service Plan End of Year Reviews

Author Scrutiny Adviser

Responsible Cabinet Member / Officer:	Area / Role / Subject
Councillor Jane Mudd	Leader of the Council and Cabinet Member for Economic Growth and Investment
Councillor Dimitri Batrouni	Cabinet Member for Organisational Transformation
Rhys Cornwall	Strategic Director – Transformation and Corporate
Tracey Brooks	Head of Regeneration and Economic Development
Tracy McKim	Head of People, Policy and Transformation
Elizabeth Bryant	Assistant Head of Law and Standards
Meirion Rushworth	Head of Finance
Robert Green	Assistant Head of Finance

## Section A – Committee Guidance and Recommendations

<p><b>1 Recommendations to the Committee</b></p> <p>The Committee is asked:</p> <p>1.1 To consider the following Service Plan Year-End Reviews in relation to their performance for 2022/23. Each Year-end review report includes an Executive Summary, 2022/23 Revenue Budget and Forecasted Outturn, Service Areas Risks, , Analysis of Performance against Service Plan Objectives and Performance Measures as at end of Quarter 4 (31<sup>st</sup> April 2023) for:</p> <ul style="list-style-type: none"> <li>• <b>Appendix 1</b> – Regeneration and Economic Development</li> <li>• <b>Appendix 2</b> – People Policy and Transformation</li> <li>• <b>Appendix 3</b> – Law and Standards</li> <li>• <b>Appendix 4</b> – Finance</li> </ul>
---

## 2 Context

### Background

- 2.1 The Corporate Plan 2022-27 has four Well-being Objectives to support its mission an ‘*Ambitious, Fairer, Greener Newport for Everyone*’. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. Each service plan outlines its own priorities and how the service area will contribute towards the Corporate Plan 22-27.
- 2.2 The Well-being of Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being Objectives in their Corporate Plans. To achieve this goal the Council’s Corporate Plan 22-27 has four Well-being objectives that will prioritise our focus over the next five years and beyond:
- Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
  - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
  - Newport is a supportive city where communities and care are at the heart of what we do.
  - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.
- 2.2 To deliver these objectives, in 2022 each service area produced a service plan that outlined how the service area will support the delivery of the Corporate Plan 22-27. Formal monitoring of the Service Plans commenced from 1<sup>st</sup> January 2023 (Quarter 3) and cover the period to 31<sup>st</sup> March 2024. These plans will be monitored every quarter and at the end of 2022/23, service areas will complete an End of Year review on the progress against this plan which will be presented to the Performance Scrutiny Committees. This report presents Members with the Year-End Reviews for each Service Plan and Appendices for:
- **Appendix 1** – Regeneration and Economic Development
  - **Appendix 2** – People Policy and Transformation
  - **Appendix 3** – Law and Standards
  - **Appendix 4** – Finance
- 2.3 Service Plans for 2022/23 include:
- Key programme and project work being undertaken by the service area;
  - Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;
  - Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
  - Service area risks.
- 2.4 The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:
- The effectiveness of its functions.
  - Consider if it is using its resources, economically, efficiently and effectively.
  - Whether the governance arrangements are effective for securing these areas.

These reports will support the Council’s self-assessment and integrated with its annual Corporate Well-being Self-Assessment report.



### 3 Information Submitted to the Committee

- 3.1 This year's report for Year-end reviews cover the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023 and include: 2022/23 Budget and Forecasted Expenditure, Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures.

The updates are structured into the following sections:

<b>Introduction</b>	Each report provides an introduction to each service area and their main objectives, budget and forecasted expenditure for the financial year 2022/23.
<b>Head of Service Executive Summary</b>	The Executive Summary provides a self-assessment of the service area performance for the last financial year. The summary also self-reflects on the service area successes and challenges faced during the last financial year as well as looking forward towards any new / emerging priorities for 23/24.
<b>Service Area 22/23 Overview</b>	This section provides a snapshot overview of progress against its objectives, its risks and also the finance outturn for 2022/23. <i>Note: Corporate and Services risks are reported quarterly to the Council's Governance &amp; Audit Committee and Cabinet.</i>
<b>Programmes &amp; Projects</b>	This section focuses on any programmes and projects being led by the service area. This may contain service area specific projects and/or major projects such as any buildings, infrastructure projects being led by the Council.
<b>Workforce Development</b>	These are actions which the service area in collaboration with the Council's Human Resources team have identified to improve the capacity and capability of the service to meet the needs of the service.
<b>Analysis of Progress against Objectives / Actions</b>	Each service plan will have an overview of progress made in 2022/23 (1 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023) against the objectives and their actions. The table also shows where actions are supporting the delivery of the Council's Corporate Plan Well-being Objectives and its strategic priorities and any other Council Strategy e.g. Climate Change Plan.  Performance against each action will be based upon Red / Amber / Green (RAG) status based upon whether the action is anticipated to be delivered by the agreed date or not. Each action also has a percentage of completion to enable Members to understand the current progression against the action. <ul style="list-style-type: none"> <li>• Green C - Action has been completed</li> <li>• Green % - Action is on target to complete by agreed timescale</li> <li>• Amber % - Issues are identified which could impact on the delivery of the action by the agreed timescale.</li> <li>• Red % - The action is not going to be able to deliver by agreed timescale and immediate action is required.</li> <li>• ? – Unknown – Data missing.</li> </ul>
<b>Performance Measures</b>	For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. Performance of the Measures is ranked using the following: <ul style="list-style-type: none"> <li>• Green - Performance is above Target</li> <li>• Amber - Performance is below Target (0-15%)</li> <li>• Red - Performance is under achieving (+15%)</li> <li>• ? – Performance is unknown (data missing)</li> </ul> <p>The report will also include the performance measures previous performance in the last three years for comparison.</p>
<b>Glossary</b>	Provides an overview of how projects, actions, risks and performance measures are assessed. Any abbreviations used in the document.

## 4. Suggested Areas of Focus

### 4.1 Role of the Committee

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

**Assess and make comment on:**

- **Corporate Plan** – Service area contribution and delivery against the Council’s Corporate Plan 2022-27.
- **Finance** – Consideration of the service area outturn and resources to effectively deliver best value for their services provided and to achieve the objectives identified in their service plan.
- **Objectives and Actions** – Is the service area making good progress against the actions identified in the service plan?
  - For actions that have been completed, has the service area demonstrated what the outcome(s) of delivery are and what impact it has had on the service area.
  - For actions still in progress, are these actions still projected to be completed on time and are there any areas where further clarification is required.
  - Do Members have sufficient assurance that good progress is being made by the service area to support the overall delivery of the Corporate Plan.
- **Performance Measures** – Are there any performance measures that are under performing and is there reasonable explanation and sufficient action being taken to address performance both in the short term and long term.

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

- Is the Committee satisfied that the service areas are making good progress against their objectives, actions and performance measures at the end of the last financial year?
- Are there any specific areas which the Committee requires further assurances on its delivery (reported separately through the scrutiny committee work programme)?
- What was the overall conclusion on the information contained within the reports?
- Are there any areas in the report that are missing and/or require further clarification?
- Does the Committee wish to make any Comments / Recommendations to the Cabinet?

### 4.2 Suggested Lines of Enquiry

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

- Analysing the Service Plan End of year Reviews and evaluating how well Service Areas performed in 2022/23 against the objectives, actions, recovery aims and performance measures in their service plans;
- Is the service area taking demonstrating sufficient steps to transform or change the way they deliver services to meet the long term needs of its users?
- Are actions appropriately contributing to the Well-being objectives?
- Is any underperformance being addressed and are associated risks being mitigated?
- Are there any emerging risks / issues and lessons learned the service area should consider in the short term and long term?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area managing its resources effectively, efficiently to provide best value?

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

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

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- 5.1 Service Plan End of Year Reviews directly support the delivery of the Council's Well-being Objectives set in the Council's Corporate Plan 2022-27 and the Strategic Recovery Aims. Furthermore, the four Well-being Objectives contribute towards the delivery of the Gwent Public Services Board Well-being Plan 2023-28 and ultimately the Well-being Goals set in the Well-being of Future Generations Act 2015. An overview of the strategic alignment is highlighted in the table below.
- 5.2 Members of the Committee should also consider the statutory duties that service areas are required to deliver and comply with necessary legislation. These are outlined in the Council's Constitution and where necessary stated in the report.

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

## 6. Background Papers

- [The Essentials – Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2022-27](#)
- Regeneration and Economic Development End of Year Review (2022-23)
- People Policy and Transformation End of Year Review (2022-23)
- Law and Standards End of Year Review (2022-23)
- Finance End of Year Review (2022-23)

Report Completed: 24<sup>th</sup> July 2023





**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# END OF YEAR REVIEW

REGENERATION & ECONOMIC DEVELOPMENT

2022-24





## Contents

	<b>Page No.</b>
Introduction	2
Head of Service Executive Summary	3
Regeneration & Economic Development 22/23 Overview	4
Programmes and Projects	5
Workforce Development	10
Objectives and Actions	11
Performance Measures	21
Glossary	24

## Strategic Leads

Leader of Newport City Council	Councillor Jane Mudd
Cabinet Member for Strategic Planning, Regulation & Housing	Councillor James Clarke
Cabinet Member for Community Well-being	Councillor Deb Harvey
Chief Executive	Beverly Owen
Head of Regeneration & Economic Development	Tracey Brooks

# 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 Regeneration and Economic Development Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

The Regeneration and Economic Development (RED) service area supports the Chief Executive Directorate and is responsible for delivering the statutory land use planning function to enable the City to grow in a sustainable manner and ensure the delivery of the Council's regeneration priorities. The service includes planning policy and development management along with historic building conservation and the building control function. The Regeneration Team develop and deliver a variety of grant funded regeneration programmes as we seek to stimulate economic growth and investment across the City Centre and wider City. We also deliver work and skills support to residents in order to support them into employment and ensure they have the necessary skills required to fulfil their potential. The Team also provides support for businesses and inward investors alongside marketing Newport as a great place to live, work and invest in. Tourism, Events, Culture and Heritage is also an important part of the service as we seek to develop and promote facilities such as the Museum and Art Gallery, the Transporter Bridge and the Newport Medieval Ship and celebrate our diverse and rich culture. The service also oversees the delivery of the Council's sport and leisure facilities contract which is delivered by Newport Live.

## Regeneration & Economic Development Objectives

**Objective 1** - Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.

**Objective 2**- Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.

**Objective 3**- Newport residents will be supported into work and increasing their employment opportunities.

**Objective 4**- Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations.

# Head of Service Executive Summary

This is the first end of year report for the Regeneration and Economic Development service and there have been a number of key successes. The team has delivered strategic regeneration projects including the refurbishment of the Central Library and Museum and the renovation of the Chartist Tower to deliver the first 4\* hotel in the city centre. We have also taken positive steps in progressing other key projects including the Transporter Bridge, Market Arcade and the new Leisure and Wellbeing Centre. The Regional Investment Plan, and more recently the Local Investment Plan, associated with the Shared Prosperity Funding have been approved and various council services are engaged in the delivery of projects which will see significant investment in communities as well as supporting local businesses and ensuring local people have access to skills and qualification support.

The Business Support Team continue to help businesses access advice and financial support through the City of Newport Business Grants. We have also seen the return of the Newport Food Festival and the Newport Marathon which are huge events in the city and have brought people back into the city centre. The Events team also coordinated the Queen's Platinum Jubilee celebrations which saw events and activities taking place in a number of areas across the City and were very well attended by our residents.

Our work and skills teams continue to provide excellent support to young people and residents in need of assistance to find work or training opportunities. The Team delivered a very successful jobs fair in the Newport Market in September 2022 with another event planned in May 2023. The Newport Youth Academy continue to support some of our most vulnerable young people in gaining the necessary skills and qualifications to find work and careers.

The team have also experienced some challenges over the last year. Newport coordinated the submission of a regional bid for Freeport status and also bid for funding from the Levelling Up Fund to deliver the National Technology Institute. Both of these bids were submitted as part of a competitive process and whilst we were unsuccessful, the Team remain resilient and committed to seeking all opportunities for funding in order to deliver projects identified in the Service Plan. As well as ongoing uncertainties regarding the implementation of the new Technical Advice Note 15 on Flooding, the Planning Team have seen significant recruitment and retention issues. Whilst this is a problem which is being experienced on a national scale, we have plans in place to recruit new trainees in an attempt to support more people into the profession.

Our key focus going forward will be to continue making good quality and efficient Planning decisions and progressing the replacement Local Development Plan to the Preferred Strategy stage. We will also continue delivering key strategic regeneration projects and supporting new investment projects including the new KLA research and development and manufacturing centre in Imperial Park. Coordinating the delivery of the Local Investment Plan using Shared Prosperity Funding will also remain a priority.

Securing new funding opportunities and attracting new inward investment remains at the heart of our efforts to support sustainable and resilient economic growth and ensure our residents have access to good quality jobs. We are also focussed on ensuring that our work and skills teams continue to support people who need to find employment and that our residents can access the right skills and training provisions to meet the needs of our current and future employers.

We have our sights firmly set on the future Newport and we are progressing with the development of a new Placemaking Plan and a new cultural strategy which identifies and embraces Newport's artistic, creative and cultural strengths.

Our greatest asset throughout this last year remains our staff. They continually seek to help and support residents and businesses as well as creating resilient and sustainable places and spaces. They approach their work with positive professionalism, trying to find solutions to any problems posed and going the extra mile in order to ensure that we deliver good quality outcomes for the city, its residents and businesses.



# Regeneration & Economic Development 2022/23 Overview

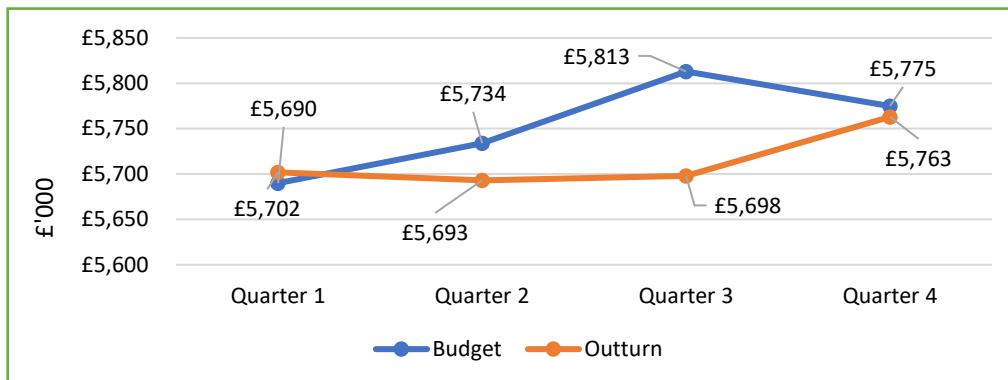
## Service Plan Objectives

Objective	End of Year (Red / Amber / Green)
<b>Objective 1</b> - Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.	Green
<b>Objective 2</b> - Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.	Amber
<b>Objective 3</b> - Newport residents will be supported into work and increasing their employment opportunities	Green
<b>Objective 4</b> - Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations	Green

## Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarter 1 Risk Score	Quarter 2 Risk Score	Quarter 3 Risk Score	Quarter 4 Risk Score
Replacement LDP is not delivered on time and to budget	Service Risk	9	3	9	9	9	9
Transporter Bridge / Visitor Centre not delivered to time and budget.	Service Risk	16	6	12	12	8	8
(New) Delivery of Leisure & Well-being Centre project	Service Risk	12	4	-	-	12	12
(New) Shared Prosperity Fund Programme	Service Risk	12	4	-	-	8	8

## Service Area Revenue Outturn



# Programmes and Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<b>Transporter Bridge/ Visitor Centre</b>	The delivery of the Visitor Centre which will attract visitors into the city generating income and promoting economic growth. This will contribute towards the long term objectives of supporting the maintenance of the Transporter Bridge and expanding upon the cultural offer of Newport. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to revitalise the city centre and proposed cultural strategy.	Well-being Objective 1	Quarter 4 2023/24	35%	Additional funding awarded by Heritage Fund in recognition of the increased costs being experienced across all construction projects from increases in inflation and the ongoing war in Ukraine. Visitor Centre construction proceeding well. Inclement weather delaying progress on Bridge repairs, exploring weekend/night working opportunities to mitigate pressure on programme.
<b>Market Arcade</b>	The Heritage Lottery Heritage Funding has enabled architectural details to be restored and the aim is to reconnect owners, traders and visitors to the role the Market Arcade played in the growth of Newport. This will also support the Council's Economic Growth Strategy and Corporate Plan commitment to revitalise the city centre.	Well-being Objective 1	Quarter 4 2023/24	90%	Tender documents prepared for final property refurbishment and interior works. Owners recharged for management cost shares.
<b>Former Building, IAC Mill Street</b>	Refurbishment of the building to provide high spec office accommodation. Scope of works has now been amended to cover internal fit out of the building following additional funding from CCR. This will support the Council's Economic Growth Strategy, Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1	Quarter 3 2023/24	75%	Developer has reported increasing costs to complete construction phase and is exploring additional funding options.

Page 14

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<b>Placemaking Programme</b>	Build on the legacy of recently completed projects through the Welsh Government Placemaking Programme. Subject to further grant funding, this fund will enable further investment into the Northern Gateway area of the city, diversifying the offer and mix of uses and adding value to schemes such as the Indoor Market, Info Station and Market Arcade.	Well-being Objective 1	Quarter 4 2023/24	50%	First grant awards completed under revised Welsh Government framework - projects commenced at 4-5 North St and Gem 42 restaurant.
<b>Information Station</b>	Relocation of the Council's Customer Services to the Central Library and Museum building and redevelopment of the office space into co-working and tech incubation space for Tramshed Tech. This will support the Council's Economic Growth Strategy and Corporate Plan commitment to re-vitalise the city centre.	Well-being Objective 1 Well-being Objective 4	Quarter 2 2023/24	90%	New Customer Services facility open to the public. Fit out works on former Information Station building commenced by Tramshed Tech, completion by July 2023.
<b>Newport Replacement Local Development Plan (RLDP)</b>	Creation of an LDP is a statutory duty. The plan will include policies used to determine all planning applications in Newport. It will also identify land for development, helping with economic growth, and it will protect and enhance our best environmental and historical assets. This is in line with the Corporate Plan's priority to support sustainable economic growth and strong placemaking across our communities.	Well-being Objective 1 Well-being Objective 2	Quarter 4 2025/26	30%	Replacement Local Development Plan (RLDP) project proceeding in line with Delivery Agreement 1st Revision. Preferred Strategy expected to be presented to Cabinet and Council in September 2023 for approval. Publication of the Pre-Deposit Plan is to follow this in October/November 2023. There continues to be uncertainty around Technical Advice Note 15, which will now not be implemented by the target date of the start of June.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<b>Newport Replacement Local Development Plan (RLDP)</b>	Creation of an LDP is a statutory duty. The plan will include policies used to determine all planning applications in Newport. It will also identify land for development, helping with economic growth, and it will protect and enhance our best environmental and historical assets. This is in line with the Corporate Plan's priority to support sustainable economic growth and strong placemaking across our communities.	Well-being Objective 1 Well-being Objective 2	Quarter 4 2025/26	30%	There is also a requirement to reflect the findings of the regional growth study for Southeast Wales which is yet to be completed and may impact the current delivery timetable. Expected adoption for RLDP is Q4 2025/26.
<b>DWP Restart Programme</b>	The new £2.9 billion Restart scheme announced at the Spending Review on 25 November 2020, will give Universal Credit claimants who have been out of work for at least 12 months enhanced support to find jobs in their local area. Restart will break down any employment barriers that could be holding them back from finding work. Providers will work with employers, local government, and other partners to deliver tailored support for individuals. This supports Council's Economic Growth Strategy and Corporate Plan commitment to provide equitable opportunities for people to retrain, learn new skills and find long term work.	Well-being Objective 1	Quarter 4 2025/26	50%	We have placed 130 participants into work, 80 of these participants have achieved outcomes, which means their employment has been sustainable which is the key aim of the project. NCC have been consistently ranked in the top 3 providers of Restart in Wales and have been asked to share best practice due to their success.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<p><b>City Centre Leisure and Well-being Centre</b></p>	<p>New leisure centre facility to be constructed on Riverside site adjacent to the City centre and knowledge quarter. Building will include fully accessible leisure pool facility and sports venues with café and room hire availability. Design innovation will help achieve BREEAM excellence and carbon zero options. Project is being supported with a grant from Welsh Government and will maintain the offer of swimming, sports and leisure within the city centre.</p> <p>This will support the Council's Corporate Plan commitment to revitalise the city centre.</p>	<p>Well-being Objective 1</p> <p>Well-being Objective 2</p>	<p>Quarter 3 2025/26</p>	<p><b>30%</b></p>	<p>Design refinement ongoing in order to ensure that the building is embedding renewable energy and circular economy principles from the outset. Design phase expected to be concluded in September with tender exercise commencing in Q4 2023 and start on site Q1 2024. Newport Centre closed on 31<sup>st</sup> March 2023 with new "Station" facility at Station Quarter opening on 1st April. Demolition of Newport Centre expected to be completed by October 2023.</p>
<p><b>National Technology Institute</b></p>	<p>Development of a new training and qualifications facility within the city centre which provides a different learning offer for people and employers looking for non-traditional training and qualifications to meet the changing needs of businesses. This will be an employer led facility where course content and duration reflects the needs of existing and growing businesses.</p>	<p>Well-being Objective 1</p>	<p>Quarter 3 2025/26</p>	<p><b>10%</b></p>	<p>Working with partners to investigate alternative delivery models and funding options.</p>

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<b>Shared Prosperity Funding Programme</b>	<p>In April 2022, the UK Government published details of the new £2.6bn Shared Prosperity Fund which seeks to support the Government's Levelling Up objectives in three investment priority areas:</p> <ul style="list-style-type: none"> <li>•Communities and Place</li> <li>•Supporting Local Business; and</li> <li>•People and Skills</li> </ul> <p>There is also a fund called Multiply, which seeks to improve adult numeracy skills. Newport's allocation of funding is just over £27m for core spend and a further £5.6m for Multiply over the next 3 years.</p>	<p>Well-being Objective 1</p> <p>Well-being Objective 2</p>	<p>Quarter 4 2024/25</p>	<p>15%</p>	<p>Cabinet approved governance and Local Investment Plan in May 2023. Year 1 funding claimed. Project delivery underway for Year 2 schemes.</p>

# Workforce Development

To support workforce development across Regeneration & Economic Development the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
Regeneration and Economic Development to review their areas to identify opportunities for development and introducing new apprenticeship, trainee and graduate schemes.	Improve RED resilience and future succession planning.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	40%	Planning have created 2no. Planning undergraduate 'year out' placements and are working with Cardiff University to find suitable candidates. The Regen team are also looking to create an Apprentice post within the SPF admin team.
Regeneration and Economic Development Service Managers in collaboration with Human Resources undertake a review of job descriptions to identify future skill and knowledge gaps.	This review will identify the future skills and needs required to deliver RED services and support any future strategic structure reviews.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	40%	Process initiated. Contact made with HR to discuss and review roles within Planning and Development Management.
Regeneration, and Economic Development in collaboration with Human Resources review succession plans in the service area.	Build up resilience in the service area and as part of its talent management encourage and develop skills of staff to enable succession planning.	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	30%	All staff asked to consider training requirements as part of 1:1s and include in areas for development. Training Plan being formulated to identify future training needs

# Objectives and Action Plan Update

**Objective 1** - Encourage and support continued economic growth within the City, with particular focus on strategic projects and regeneration in the City Centre.

## Objective 1 End of Year Assessment

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
Page 20	Encourage inward investment and support growth of new and existing businesses within the City, through proactive business support and as part of Regional partnerships.	Newport attracts new businesses into the City through our excellent geographic location and connectivity, and strengthens our existing growth sectors in tech, digital, data, advanced manufacturing and hospitality. Existing businesses are supported to grow and we create a resilient and sustainable business mix across the city. Proactive place marketing will be undertaken and the Investment Prospectus will be updated and used at appropriate investment and marketing events to raise investor awareness in Newport.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 2	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	50%	Continued progress with City of Newport Business Grant. Award of tender for International Soft Landing Platform in partnership with Welsh Government, to be hosted in Newport City Centre.  £35,973 was awarded to 17 businesses from the City of Newport Business Grant in 2022/23, creating a total of 52 new jobs. 7 of these businesses were in the city centre.  An additional three businesses were supported to relocate to or expand in the city centre via the Transforming Towns Placemaking Fund.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
2	Secure Funding from sources such as the Targeted Regeneration and Investment fund, Heritage Lottery Fund and UK Government funding for regeneration projects in the City Centre, including placemaking projects and strategic projects.	Additional funding being secured to support new uses and improved buildings and spaces in the City Centre as well as strategic regeneration projects which have the potential to bring increased footfall, employment or investment to the City.	WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2024	50%	£1.36m secured from the Transforming Towns Placemaking Fund, along with an additional award of £250k to support a third phase of redevelopment at the former Kings Hotel.
Page 24	Development of a new Placemaking Plan for the City Centre which provides a targeted framework for regeneration, refurbishment and investment across the City Centre.	An update to the City Centre Master Plan which builds upon key projects which have been delivered such as the Indoor Market, Market Arcade and 4* Chartist Hotel. The plan will consider the need for green spaces and also reflect the projects in progress including the relocation of the Information Station, the development of a new leisure and well-being centre and National Technology Institute.	WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3	1 <sup>st</sup> January 2023	31 <sup>st</sup> March 2024	20%	Project consultancy out to tender and due to complete in July 23. Placemaking plan completion currently expected March 2024.
4	Understand the economic benefits associated with the designation of a Freeport which includes Newport and what the most appropriate operating model would be.	Working with partners including CCR, Western Gateway, Key Cities, we can understand the wider impacts of Freeport status and develop a sound bid.	WBO 1 / Strategic Priority 2	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024	C	Freeport bid was unsuccessful, relevant information and metrics primarily relating to compound semiconductors are being evaluated and repositioned for the potential Investment Zone opportunity.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
5	Develop a Local Investment Plan for the Shared Prosperity Funding (SPF) which has been awarded to Newport.	The Local Investment Plan will reflect the priorities of the approved Regional Investment Plan and ensure that residents and stakeholders have the opportunity to shape and influence where funding is spent locally.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 2	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2025	C	Local Investment Plan has been agreed by Cabinet and projects are mobilising at pace. SPF Board and management team are now in place.

**Objective 2 -** Creating a vibrant and proud city where our tourism, destination, culture, leisure and heritage offer will be improved and promoted through events and marketing.

**Objective 2 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Develop and adopt a Cultural Strategy	An important part of the delivery of this objective is the creation of a robust and ambitious strategy which has been developed through engagement and collaboration with our communities. The strategy will capture what makes Newport a rich, diverse and proud City and what we will do to develop, promote and celebrate our culture and heritage.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024	20%	Scope for development of the Cultural Strategy is in place. A Culture Strategy for Wales is being developed and will need to be reflected in the Newport Strategy.
Page 23 ~	Review and promote our Museum and Art Gallery offer to encourage more engagement and interaction, ensuring that opportunities to host new collections and events are explored.	The provision of spaces and technology which showcases our art and heritage artefacts in a stimulating and interactive way which is also accessible and inclusive. This will contribute towards our commitment to promote Newport as a destination for our communities and visitors to explore and celebrate our culture and heritage.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024	50%	New events trialled as part of the 2023 programme. These include acoustic sets in the Art Gallery in partnership with Le Pub and Winding Snake Productions. The sets ran alongside the current Newport Rock Collecting exhibition. Welsh Government have also confirmed the site as being shortlisted for the network of national contemporary art galleries.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	To develop a long term strategy for the storage and display of the medieval ship.	Through collaboration with Welsh Government and other strategic partners we shall develop a long term strategy that will secure a permanent location for the medieval ship as a key tourist attraction for the City. This will contribute towards our commitment to promote Newport as a destination for our communities and visitors to explore and celebrate our heritage.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	20%	Feasibility work has commenced. Ongoing interest from TV/media. Updated version of the guidebook underway and Curator and Friends of Newport Ship volunteers delivering, on average, three talks or guided tours per week to organised groups from Wales and across the South West.
Page 24	Review and update the destination management plan to reflect the Newport offer in a proactive and engaging way.	Better promotion of Newport using proactive and targeted marketing can support inward investment opportunities and the visitor economy.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	29%	External partnerships formed through the previous plan have been maintained, including work on the Living Levels, and liaison with the Newport Hoteliers group. The new Destination Management Plan will need to align with the new Cultural strategy, Placemaking Plan, Corporate Plan and emerging Local Development Plan.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
5	Successful delivery of corporate events and support with the delivery of elite sport and community events which reflects our cultural, sport, leisure and heritage offer.	Through collaboration with national organisations, Newport Live and ICCW, we can continue to promote and host international events. We will also support community groups and stakeholders to develop a calendar of inclusive and accessible events will give the City a positive vibrancy and raise awareness of our heritage and our cultural diversity.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	50%	The service directly supported over 30 events throughout the year including the Queen's Platinum Jubilee and the Food Festival. The team also provide indirect support and advice to independently organised events in the calendar such as Pride in Newport, and Newport Rising:
6	Develop a Place Marketing Plan which promotes Newport as a great place to live, work, learn, visit and invest in.	The place website is an effective and interactive platform to promote Newport.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 4	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024	20%	Work continues to benchmark peer locations as part of the development of a revised plan. There will be more focus on the use of the place website and social media.
7	Consider opportunities which deliver improved access to sports and leisure facilities across our venues, both for leisure, amateur and elite activities, including hosting international, national and regional events.	In partnership with established sporting organisations and with Newport Live, a range of sports and leisure activities are delivered at various levels across the City. By working in partnership we can secure funding opportunities to ensure that we continue to offer residents, aspiring athletes and elite athletes with facilities and events which enable them to enjoy sport and achieve their potential. This includes spectator sport and our continued involvement with events which showcase facilities in Newport and support the visitor economy.	WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	50%	In partnership with Newport Live, the service secured Sport Wales funding of £121k to improve the Newport leisure estate.  Interim city centre provision at "Station" in Station Quarter redeveloped ready to open on 1 <sup>st</sup> April 2023, to ensure continuity of services.

**Objective 3** - Working towards being a Living Wage City by working in partnership with businesses to gain accreditation as Living Wage Employers and helping Newport residents to retrain, learn new skills and find long term work.

**Objective 3 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Become a recognised Living Wage City.	Working together with communities and businesses we will seek to tackle issues of low pay within Newport. We will seek to bring together a group of prominent Newport employers to form a Living Wage Action Group and develop a 3 year action plan to make Newport a Living Wage City.	WBO 1 / Strategic Priority 8	1 <sup>st</sup> November 2022	31 <sup>st</sup> October 2025	10%	Exploration of options ongoing.
2	Delivery of employment and skills support across the City.	Ensuring there is access to suitable and accessible venues and facilities for the delivery of employment and skills support in order to increase numbers of people accessing and benefitting from employment support. This will result in improved access to digital facilities and improved skills, educational outcomes & employment opportunities. Ensure our diverse communities are appropriately supported through tailored interventions specific to their needs.	WBO 1 / Strategic Priority 8	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	50%	19 job clubs operate across the city to support residents into employment. We have delivered 2 very successful jobs fairs with attendance of both residents and employers increasing year on year.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	Provide employment and skills support for young people aged 16 to 24 through the Young Person's Guarantee.	Engage 200 young people aged 16 to 24. 70 Job starts. 50 young people with additional Qualifications 10 young people in Further Education (FE). 6 young people supported into Volunteering/ Placements	WBO 1 / Strategic Priority 8	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	25%	Targets are for a full year but the 6 month period from commencement in September 2022 has achieved the following: 261 Youth engagements with 72 Job starts. 33 training outcomes and 7 progressions to FE.
4	Continue to develop skills and qualification opportunities through the Youth Academy in order to reduce the number of young people not in employment, education or training (NEET).	Working with 49 young people to deliver the following targets annually. Positive Progression Rate – 75% Activity Success Rate – 65% Attendance – 85%	WBO 1 / Strategic Priority 8	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2026	25%	Percentage is set by Welsh Government as a benchmark for all partners delivering on the Jobs Growth Wales+ contract. For 2022/23 our performance was categorised as Excellent.
5	Provide employment and skills support through the DWP Restart Employability Programme.	Assist long term unemployed residents and offer training and qualifications to help resident's secure sustainable employment and to reduce in-work poverty. Achieve all Customer Service Standards and programme outcome targets in line with DWP and Serco expectations.	WBO 1 / Strategic Priority 8	1 <sup>st</sup> June 2021	31 <sup>st</sup> March 2025	35%	NCC is consistently ranked in the top 3 providers in Wales and have been asked to share best practice due to their success.
6	Organise and support the delivery of job fairs and recruitment activities to connect employers with the local workforce.	With partners, deliver at least one event per quarter. This may be single sector or across multiple sectors.	WBO 1 / Strategic Priority 8	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2026	25%	The Jobs fair in September 2022 welcomed 400 jobseekers to Newport Market, with 60 employers with current jobs on offer. We commit to delivering 2 jobs fairs per annum

**Objective 4 - Support the sustainable and resilient growth of the City and seek to protect heritage and relevant landscape features through effective use land use planning regulations.**

**Objective 4 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Adopt a replacement Local Development Plan which will provide the land use planning framework for the growth and protection of Newport up until 2036.	An up to date development plan which reflects the economic growth ambitions of the City whilst also seeking to protect historic buildings and landscape features from inappropriate development. The new plan will seek to embed climate change and sustainability at its core with Movement and Transport as a main topic area. Replacement LDP to include renewable energy target from the LAEP.	WBO 1 Strategic Priority 1 WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4 WBO 2 / Strategic Priority 2 Climate Change Plan	1 <sup>st</sup> April 2021	28 <sup>th</sup> February 2026	30%	Replacement Local Development Plan (RLDP) project proceeding in line with Delivery Agreement 1st Revision. Consultation on growth options completed and Preferred Strategy expected to be presented to Cabinet and Council in September 2023 for approval.
2	Work collaboratively across the Cardiff Capital Region to develop a Strategic Development Plan.	Through collaboration we shall contribute towards the development of the Strategic Development Plan (SDP) for the Cardiff Capital Region, in line with the requirements of the Corporate Joint Committee. This will deliver a regional planning policy document which sits between the National Plan, Future Wales and the Council's adopted Local Development Plan. It will focus on issues of regional importance such as green belts and regional growth targets which will inform the replacement local development plan.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4 WBO 2 / Strategic Priority 2	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2026	5%	Corporate Joint Committee (CJC) has now been established. SDP team expected to be created in 2023/24.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	Support the development of good quality buildings and places, as well as preserve protected heritage buildings, features and countryside spaces from inappropriate development.	Effective decision making through the statutory planning function can help support sustainable economic growth, good quality buildings and strong placemaking across Newport's communities.	WBO 1 / Strategic Priority 1 WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 1 / Strategic Priority 4 WBO 2 / Strategic Priority 2	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2024	50%	All appeal decisions are reported to Planning Committee for awareness and appropriate training is provided for Planning Committee members.
4	Use effective enforcement powers to protect against inappropriate development and bring back some of the City's long standing vacant and derelict properties.	A priority list of properties and sites will be developed and a collaborative approach will be taken across all service areas to use regulatory powers to tackle these properties with a view to seeing them refurbished and brought back into use.	WBO 1 / Strategic Priority 2 WBO 1 / Strategic Priority 3 WBO 2 / Strategic Priority 2	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	50%	Direct action and enforced sale proceedings actioned against premises on Commercial Road. Residential property in North Street also brought back into use. New Senior Enforcement Officer – Strategic, post created to lead on the progression of priority cases.
5	Ensure all developments are fully aligned with Planning Policy Wales (PPW) 11, the Well-being of Future Generations (Wales) Act (WBFGA) 2015 and the Placemaking Wales Charter to deliver sustainable development and ensure climate resilience.	The annual LDP monitoring report reviews and evaluates incidences of non-conformity with the development plan. Dip samples are undertaken of planning applications to ensure that sustainable travel is being proposed along with climate resilience measures considered appropriately (flooding, air quality, nature based solutions, heat networks, etc).	WBO 1 / Strategic Priority 1 WBO 2 / Strategic Priority 1 WBO 2 / Strategic Priority 2 Climate Change Plan	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	There has been continued promotion of placemaking in compliance with Planning Policy Wales, WBFGA and Placemaking Charter. All major applications go to Planning Committee for decision.

# Performance Measures

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) Number of tourism related visitors (January 22 to December 22)	Annual	4.67m	2.11m	3.68m	4.67m	Performance figures are for Jan – Dec 2022. The target figure reflected the 2019, pre pandemic visitor number and was considered a suitable benchmark to compare the rate at which the visitor economy is recovering. We cannot predict the amount of time it will take to recover from the various periods of lockdown and when factoring in the cost of living crisis, escalating energy costs, and loss of skilled staff following Brexit, and war in Ukraine resulting in the loss of hotel rooms for a number of months, there were clearly ongoing challenges within the sector. However, 3.68 million visitor numbers is positive and we expect to see this improve over the coming year as we have extra bed spaces through the new Mercure 4 star hotel, a growing programme of events and conferences at the ICCW and the Council's own events programme.
(New) Number of young people aged 16 to 24 provided with employment and skills support through the Young Persons Guarantee	Annual	No Data	No Data	98*	200	A full delivery year has not been completed for the Young Persons Guarantee. *Based on a 6 month period the performance figure is just short of the expected target.
Percentage of all planning appeals dismissed.	Quarterly	74.1%	76.9%	71.43% (30 / 42)	77%	We aim to make good quality decisions and have set a target above the Welsh Government target of 66%. Planning is often subjective in respect of matters such as design and Planning Committee are entitled to make decisions against officer recommendation.
Percentage of all planning applications determined in time.	Quarterly	67.1%	62.4%	66.5% (658 / 989)	65%	Performance is improving steadily as the year has progressed despite recruitment issues. Team continues to reduce the backlog of applications created during the prolonged covid period.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary												
(New) Percentage of young people positively progressing through the Youth Academy.	Annual	No Data	No Data	81%	60%	<p>Target percentage is set by Welsh Government as a benchmark for all partners delivering on the Jobs Growth Wales+ contract. The percentages are RAG rated as per table below and therefore we finished 22/23 rated as <b>Excellent</b>.</p> <table border="1"> <thead> <tr> <th colspan="2">Progression Targets</th> </tr> <tr> <th>Performance Indicator</th> <th>Advancement</th> </tr> </thead> <tbody> <tr> <td>Excellent</td> <td>80+%</td> </tr> <tr> <td>Good</td> <td>70-79%</td> </tr> <tr> <td>Adequate</td> <td>60-69%</td> </tr> <tr> <td>Unsatisfactory</td> <td>Below 60%</td> </tr> </tbody> </table>	Progression Targets		Performance Indicator	Advancement	Excellent	80+%	Good	70-79%	Adequate	60-69%	Unsatisfactory	Below 60%
Progression Targets																		
Performance Indicator	Advancement																	
Excellent	80+%																	
Good	70-79%																	
Adequate	60-69%																	
Unsatisfactory	Below 60%																	
Number of businesses supported through the provision of advice and guidance.	Quarterly	4,114	3,922	231	No Target / comparator measure	Previous performance figures quoted were based on the number of businesses supported through the distribution of Welsh Government funding during the Covid period. The performance indicator is therefore being reset.												
Number of people supported into employment by the work and skills team.	Half yearly	221	348	378	300	The Work & Skills team continue to positively engage with residents to support them into employment, this includes supporting people with health issues and encouraging improved skills and qualifications.												
(New) Number of events supported or led by the Council	Half Yearly	No Data	No Data	30	No Target (Baseline Year)	The events team have supported over 30 events including strategic events such as the Newport Marathon, Food Festival and Queen's Platinum Jubilee.												
(New) Number of new affordable housing units granted planning permission during the year.	Quarterly	No Data	No Data	94 units	No Target (Baseline Year)	A new performance indicator. Note this figure does not include Reserved Matters applications where the % of units to be affordable was secured at outline stage.												

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) Amount of floorspace brought back into use or developed / redeveloped in the City Centre	Annual	No Data	No Data	20,000 sq. ft	No Target (Baseline Year)	Empty space brought back into use includes Griffin House and the former Trout bar at Newport Market, a new pool bar at Station Quarter, and the Creative Hub on Commercial Street.
(New) Number of hits on place website	Quarterly	No Data	No Data	Not Available	2,000	Development of the Place Website is currently restricted due to issues with the underlying content management system. This also prevents capture of hit count. A revised platform is in development and will be launched in 2023/24.

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <b>Target Date</b> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <b>Target Date</b> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance. Commentary provided is at the discretion of the service area.

Page  
33

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

## Abbreviations

Abbreviation	Description
RED	Regeneration and Economic Development
RLDP	Replacement Local Development Plan
SPF	Shared Prosperity Fund
WBFGA	Well-being of Future Generations Act



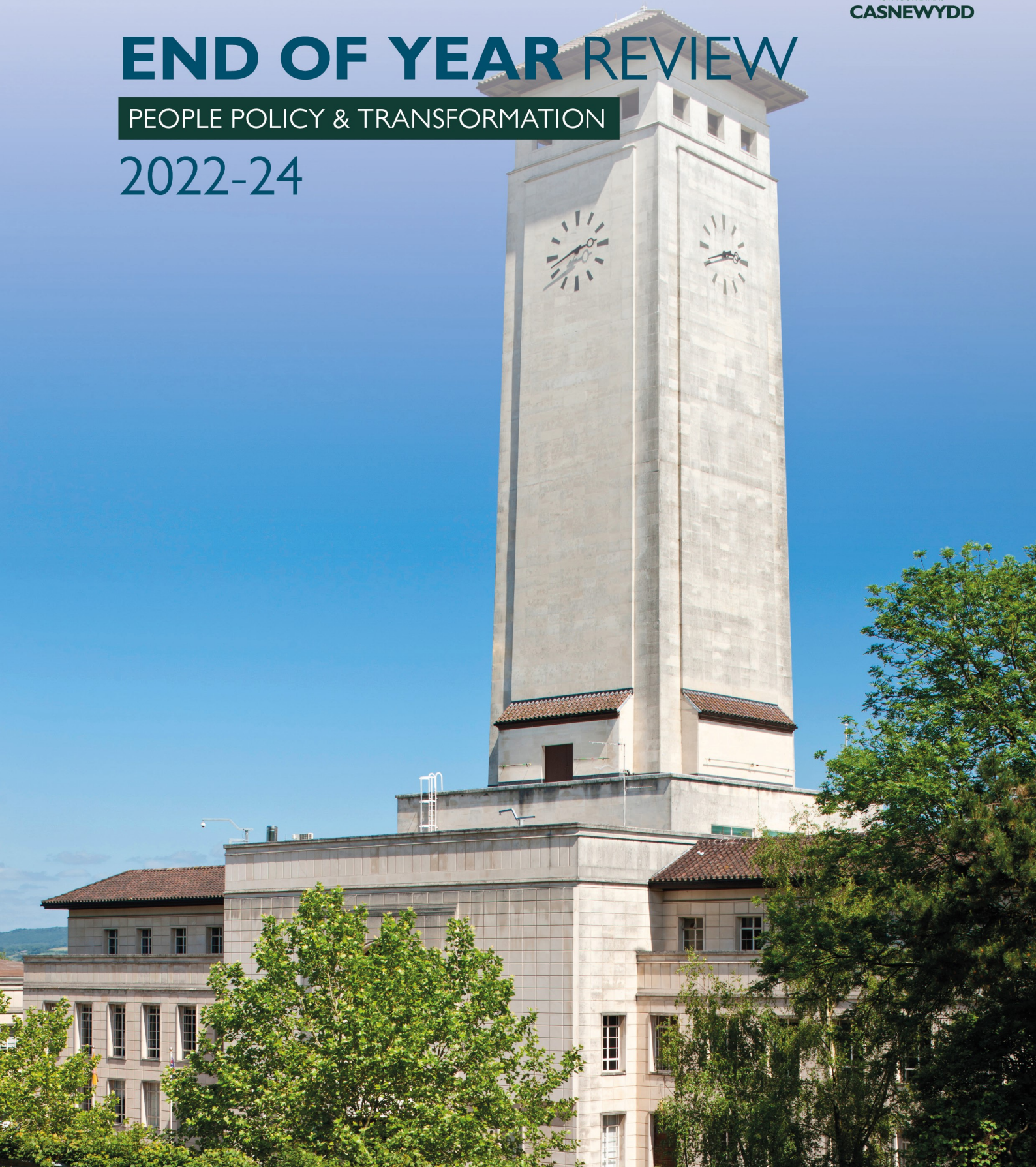


**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# END OF YEAR REVIEW

PEOPLE POLICY & TRANSFORMATION

2022-24



## Contents

	<b>Page No.</b>
Introduction	2
Head of Service Executive Summary	3
People, Policy & Transformation 22/23 Overview	4
Programmes and Projects	5
Workforce Development	8
Objectives and Actions	9
Performance Measures	22
Glossary	25

## Strategic Leads

Leader and Cabinet Member for Economic Growth & Strategic Investment	Councillor Jane Mudd
Cabinet Member for Organisational Transformation	Councillor Dimitri Batrouni
Cabinet Member for Infrastructure and Assets	Councillor Laura Lacey
Director for Transformation and Corporate	Rhys Cornwall
Head of People, Policy & Transformation	Tracy McKim



# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver **an Ambitious, Fairer, 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 People, Policy & Transformation Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

The People, Policy & Transformation (PPT) Service Area is part of the Council's Transformation & Corporate Directorate. The service area plays a critical role enabling the Council to develop, promote and deliver its strategic priorities; enable its staff to deliver its services across Newport, and transform its services to meet the needs of its residents, service users and staff. PPT is responsible for key corporate services such as Human Resources & Organisational Development, including health & safety, Policy & Partnership, Digital Services, Assets, Communications and the Transformation & Intelligence team.

PPT's goal is to progress the strong work completed in the last five years for Newport Council to be an inclusive organisation which represents the people of Newport, enables communities to be involved in the decisions we make and to ensure fair and equitable access to our services (digital and in-person). This Plan also supports the wider work of Newport Council with its Gwent Public Services Board (PSB) partners across the region and in Newport through the delivery of the Gwent Well-being Plan. Additionally, we will also be supporting and delivering other partnership work throughout Newport working with communities and other stakeholders through its Safer Newport, Welsh Language and Equalities work.

As the Council emerges from the pandemic and is now faced with the cost-of-living crisis, we will build upon the innovative and transformational work utilising our digital services and technology that will enable residents, businesses and other stakeholders to access the services when they need it. We will also support the organisation's staff to have the capability and capacity to work more flexibly across Newport and to use our buildings and assets more efficiently contributing towards carbon reduction and delivery of the Climate Change Plan.

## People, Policy & Transformation Objectives

**Objective 1** - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.

**Objective 2** - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.

**Objective 3** - Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.

**Objective 4** - Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.

# Head of Service Executive Summary

The service continues to play an essential role in enabling the Council to meet its corporate objectives and supporting all service areas in delivering key outcomes. Since last year the responsibilities of the service area have changed with the addition of assets and customer complaints which are reported below. Civil contingencies and community cohesion have moved to other service areas. Although the COVID pandemic has had some impact on performance and significantly changed the work of the service in 21/22, 22/23 has been a year of recovery and our new objectives reflect that.

The service leads on corporate and service planning including all risk and performance management and a range of statutory reports have been completed as part of this work, alongside regular Cabinet and Committee reports. The service led on the development of the [Corporate Plan 2022-27](#) and other supporting work such as the Digital Strategy (LINK – *pending translated design copy*) The next development will be the new People Plan.

The Digital and Intelligence services have continued to support the development of new ways of working through new technologies and IT support, data matching and intelligence. As we move into the new year we are working to a new approach to transformational change bringing those teams together to support an evidence led approach.

The management and development of effective IT services through our partnership with the Shared Resource Service (SRS) remains a priority, with client-side arrangements and monitoring to support this. We work closely with partners in the SRS to support the use of digital technology across all services, and the provision robust infrastructure. Our work this year to move our data centre into the cloud as a more resilient, cost effective and sustainable model is a good example of this. In the coming year we will develop our use of hybrid working creating efficiencies with a change to telephony provision, and the web site project will also be a key deliverable with a new launch date in 23/24. The digital team also leads on information management as outlined in the Annual Information Risk Report. Services include statutory responsibilities such as responses to Freedom of Information requests, managing customer complaints and the provision of mail and print services.

The equalities and policy and partnership team works with partners and communities across Newport and this is reflected also in our engagement work, particularly the success of the participatory budgeting programme over the last two years. We continue to support Newport Youth Council and engagement on various aspects of service provision. We will need to ensure we maintain the momentum in our strategic equalities and Welsh language work in the coming year, and this will be evident in both annual reports. In the coming year we also need to develop the Strategic Equalities Plan from 2024.

Strategic communications continue to evolve with the resident's newsletter, increased use of social media and ongoing website development project which started last year. This project has been subject to delays through technology, business need and skill changes and has restarted in Q1 23/24.

As part of the move of assets into the service area and development of the transformation programme, we are also developing our asset rationalisation programme to reduce the buildings and land in use by the Council, and use more effectively those that remain. We act as client to the Council's property services partner, and will also be reviewing these arrangements in 23/24.

The HR team provides support to managers across the Council on a range of human resources issues, including payroll services, advice and support and employee relations through our Employee Partnership Forum. Working with equalities and climate change teams we also have a range of staff groups, and for 23/24 are redeveloping employee engagement arrangements. The team also provides employee development, health and safety and wellbeing services supporting compliance with professional advice on keeping our workforce safe. In 23/34 we will be working with managers across all services on the sickness and management check in targets to understand how these can be improved and review policies where appropriate.

The service also supports the One Newport, Safer Newport and Gwent Public Services Board (PSB) partnerships working with partners across the city and region on a range of well-being work. In the last year the first Regional Well-Being Plan was signed off, with a change to monitoring arrangements locally and regionally to support this.

# People, Policy & Transformation 2022/23 Overview

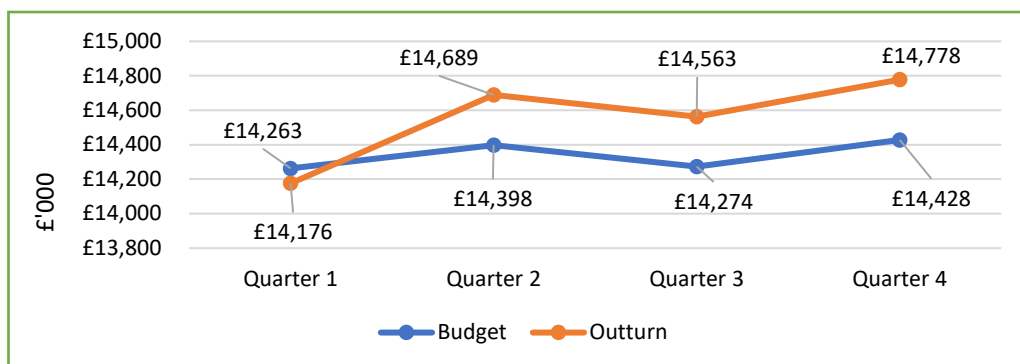
## Service Plan Objectives

Objective	End of Year (Red / Amber / Green)
<b>Objective 1</b> - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.	Green
<b>Objective 2</b> - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.	Amber
<b>Objective 3</b> - Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.	Green
<b>Objective 4</b> - Effective and sustainable management of assets and properties and support for the Council's goal of becoming a net carbon zero by 2030.	Green

## Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarter 1 Risk Score	Quarter 2 Risk Score	Quarter 3 Risk Score	Quarter 4 Risk Score
Newport Council Property Estate	Corporate Risk	20	12	16	16	16	16
Information and Cyber Security	Corporate Risk	12	8	16	12	12	12
Equalities and Welsh Language Standards	Service Risk	16	9	9	9	9	9
Project Management Capacity, Capability and Governance to deliver the Transformation Programme	Service Risk	9	6	9	9	9	9
Recruitment & Retention.	Service Risk	12	9	9	9	9	9
IT Connectivity	Service Risk	9	6	12	8	8	8

## Service Area Revenue Outturn



# Programmes and Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<p><b>New Normal Project</b></p>	<p>Building on the lessons learned from the pandemic continue work to enable the workforce to be able to work more flexibly from Council offices, home and other locations securely and safely.</p> <p>Collaborating with Newport Norse, Facilities and Health &amp; Safety to ensure Council offices meet the necessary requirements.</p> <p>Collaborating with Shared Resource Service (SRS) to ensure officers and Members are able to work remotely using digital solutions and equipment.</p> <p>Developing Human Resources (HR) practices that support the wellbeing and development of the organisation's staff.</p>	<p>Well-being Objective 4</p>	<p>Quarter 4 2022/23</p>	<p>C</p>	<p>The project has now closed and any ongoing work is part of business as usual. Changes to buildings will continue through the asset rationalisation programme. Through the year, work has continued to enable the workforce to be able to work more flexibly from Council offices, home and other locations. This has been completed working with Newport Norse, facilities and HR to ensure Council offices meet the necessary requirements, and collaborating with SRS to ensure officers and members are able to work remotely using digital solutions and appropriate equipment.</p> <p>From a Civic Centre perspective more work is needed to ensure the facilities and arrangements are suitable for new normal working arrangements, and this will continue through business as usual. During the year we launched our new flexible working HR policies and procedures, following consultation with our Trade Unions, and Employee Partnership Forum.</p> <p>Work has continued to test staff wellbeing at work and continues as business as usual. Digital infrastructure to enable hybrid working is in place and staff are supported to work from various locations.</p>

Page 40

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
New Normal Project	<p>Building on the lessons learned from the pandemic continue work to enable the workforce to be able to work more flexibly from Council offices, home and other locations securely and safely.</p> <p>Collaborating with Newport Norse, Facilities and Health &amp; Safety to ensure Council offices meet the necessary requirements.</p> <p>Collaborating with Shared Resource Service (SRS) to ensure officers and Members are able to work remotely using digital solutions and equipment.</p> <p>Developing Human Resources (HR) practices that support the wellbeing and development of the organisation's staff.</p>	Well-being Objective 4	Quarter 4 2022/23	C	Our Digital Strategy and People Plan will continue to support these new normal activities. New Normal progress was reported to Cabinet Member in Q4 2022/23 and the report can be found <a href="#">here</a> .
Review and redesign of the corporate website	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Quarter 1 2024/25	12%	<p>The project is reporting as behind target - red as it did not meet the initial timelines set in the 22/23 service plan. This was due to a range of issues with technology, skills and both internal and external resources.</p> <p>With our partners SRS we have commissioned a piece of work to consider best options for a website solution including content management. That review has been completed and SRS and NCC are now redeveloping options which will reflect both technical delivery, and how that will be supported by systems and process within NCC.</p> <p>The revised approach will be agreed Q1 23/24 and a new project plan to ensure that the website redesign and launch can be achieved in 23/24.</p>

Page 4

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<b>Review and redesign of the corporate website</b>	To develop a more user-friendly website with improved navigation, accessibility, and responsive design for effective use on all devices.	Well-being Objective 4	Quarter 1 2024/25	12%	Alongside this we are working with Finance colleagues to deliver a review of customer contact and processes to ensure that this relating element of the website is also reviewed.
<b>Asset Rationalisation</b>	Reduction in the land and assets owned by the Council, and current and future maintenance and running costs. Increased community asset transfer. More efficient use of the estate.	Well-being Objective 4	Quarter 4 2024/25	25%	As outlined in the Corporate Plan, the proposal to rationalise assets was also consulted on in the budget Q4 with broadly supportive feedback results. The project board is now established, with a number of workstreams and the terms of reference for the internal officer group which manages strategic assets is under review. Data collection and evidence gathering has also commenced. The main drivers for this programme are - financial, commitment to climate change, and better planning for and use of our buildings.
<b>Digital Projects Strategy</b>	The Digital Strategy is in development with key themes agreed as: <ul style="list-style-type: none"> <li>• Digital transformation</li> <li>• Digital skills and inclusion</li> <li>• Data and collaboration</li> <li>• Digital infrastructure and connectivity</li> </ul> Projects will be developed to support these themes and actions within them.	Well-being Objective 4	Quarter 4 2023/24	20%	The Digital Strategy themes were developed in 22/23 with feedback from public consultation and Scrutiny Committee. These themes have now been developed into the Digital Strategy which was approved by Cabinet April 2023. The officer Digital Board has been revised to develop and support delivery of the Digital Strategy action plan and projects. A revised action plan will accompany the new Digital Strategy which is also the subject of Annual Report to Scrutiny and Cabinet Member.



# Workforce Development

To support workforce development across People, Policy & Transformation, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
Undertake analysis of demands of the service to deliver the new Corporate Plan.	Restructure in relevant areas to meet ongoing demands following the senior management restructure.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	25%	Significant progress through workforce planning arrangements to date. Following the senior management teams restructure and agreement of the new Corporate Plan, work will continue with new service manager/leads to develop structures that support the work required under our Corporate Plan and capacity or resource issues identified. Further discussions are taking place with the Welsh Local Government Association (WLGA) on how they can support workforce planning. Digital skills is also included as a key theme in the Council's recently approved Digital Strategy.
Working in partnership with HR&OD Business Partner review succession planning in service area.	Improve the resilience of service area teams, provide career pathways and improve the retention of staff.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	15%	Reviewing career pathways following changes to structures across the organisation, and changes to the entry point - trainee, apprentice, and graduate arrangements.
Undertake an analysis of current skills, particularly in business-critical areas.	Improve the capacity and capability of teams and develop technology / digital solutions.	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	25%	Significant progress through workforce planning arrangements to date. Following the senior staff restructure and agreement of the new Corporate Plan, work will continue with new senior leads. Discussing requirements with WLGA also. Digital skills is also included as a key theme in the Council's Digital Strategy.

Page 43

# Objectives and Action Plan Update

**Objective 1** - Enabling evidence based organisational transformation to improve the delivery and sustainability of service delivery to the communities of Newport.

## Objective 1 End of Year Assessment

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Development and delivery of the transformation programme which align and underpin the delivery of the Corporate Plan. Ensuring that projects and programmes support cultural change and the principles of the Wellbeing of Future Generations Act.	Enable the Council's service areas to successfully deliver the Corporate Plan, and other strategic activity.  Improvements and changes consider the principles in the Well-being of Future Generations Act.	All	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	25%	The Corporate Plan has been finalised and signed off. We are now developing the projects and programmes that will support transformational change. The Digital Strategy has also been finalised and agreed, and asset rationalisation programme has commenced. Further programme planning is underway. The Councils People Plan themes are emerging and will be developed throughout 23/24.
2	Development and implementation of a communications and consultation strategy for the Council's transformation programme.	Internal and external stakeholders are involved and collaborate with each other to deliver the Corporate Plan.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	Work to embed communications and engagement at all levels of the organisation and decision-making processes is improving early consideration and will ensure communications is a fundamental part of the transformation programme.
3	Review, update and implement the Strategic planning framework including the service and improvement planning cycles.	Updated Planning, Performance and Risk Management Framework including supporting policies. This will support the delivery of the Corporate Plan, and to meet the new Self-Assessment requirements of the Local Government Act. Communication and ongoing training will be provided to service areas.	Continuous Improvement  Self-Assessment	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	60%	Work ongoing and draft reports shared with Corporate Management Team (CMT) and to scrutiny in Quarter 4. This will be finalised shortly, and the new processes are already in place.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Develop evidenced and intelligence-based decision making. Support service areas to develop robust, evidenced business cases and successfully deliver projects.	Evidence based decision making with insight developing into actions. Intelligence supporting the developing digital plan and transformation programme. Robust and evidence-based business cases that enable effective decision making and support the delivery of the Council's Corporate Plan.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	20%	Work completed to support a range of services in developing proposals for change and bid submissions throughout the year. Work is continuing in relation to analysis and thematic mapping of operational assets in support of the asset rationalisation transformation. Correlations in asset data produced to help identify the complex inter-relationships to help develop full business intelligence understanding. Significant work being undertaken to refresh extensive list of population demographics following full release of Census 2021 outputs. Analysis of catchment data completed for Education planning purposes.
5	Transforming services through innovative use of digital technology. (Digital Strategy – Theme Digital Transformation)	Better use of digital technology that is effective, easy to use and meets user needs in use, such as new solutions for staff, improving self-service improved web site, digital climate change work. Development of innovative systems.	WBO 2 / Strategic Priority 6  WBO 4 / Strategic Priority 4  Digital Strategy	1 <sup>st</sup> November 2022	1 <sup>st</sup> March 2027	5%	A range of other work is ongoing to support all service areas in developing their use of digital technology. Plans being developed for the council website redevelopment. Further work on Robotic Process Automation (RPA) and its use for specific processes. Following successful trials, approval for a project to roll out Microsoft 365 Teams Telephony across the council. This is expected to bring various benefits and support the New Normal. There has been an increase in the number of staff and members using Bring Your Own Device (BYOD) for secure access to e-mail on personal devices.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
5	Cont... Transforming services through innovative use of digital technology. (Digital Strategy – Theme Digital Transformation)	Better use of digital technology that is effective, easy to use and meets user needs in use, such as new solutions for staff, improving self-service improved web site, digital climate change work. Development of innovative systems.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> November 2022	1 <sup>st</sup> March 2027	5%	Education One system was migrated to the cloud in March 2023. Work to migrate the Uniform system to the cloud has commenced for delivery in summer 2023. A project to test a document translation solution for different languages commenced. Migration of the council's data centre to Vantage Data Centre is almost complete and this will bring improved resilience and energy savings.
Page 46	Development of digital skills of citizens, employees, and members (Digital Strategy Theme Digital Skills and Inclusion)	Improved digital skills of the workforce, citizens, and members and support for improved access to digital technology. Includes digital skills programme, public Wi-Fi and Workforce Strategy.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	5%	Marketing and sign up of delegates for Get Connected Digital skills course planned to take place in April/May 2023. Smart home pilot in Newport Market being developed by Social Services to demonstrate assistive technologies and their opportunities to support independent living. Participation in digital inclusion discovery project with partners funded by Welsh Local Government Association (WLGA) Digital team. Data protection training content for members has been developed for delivery in 2023/2024.
7	Improved use of data to inform service delivery and increase collaboration. (Digital Strategy – Theme Data and Collaboration)	Increased collaboration and use of data and build on information security governance, secure systems and processes. Improves system resilience and reliability through partnership with the SRS.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	25%	Information security progress is supported by the officer Information Governance Group and fully reported in the Annual Information Risk Report. Range of system developments including: Pupil Level Annual Survey Census (PLASC) completed and analysis data provided to support areas such as School admission appeals.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
7	Improved use of data to inform service delivery and increase collaboration. <i>(Digital Strategy – Theme Data and Collaboration)</i>	Increased collaboration and use of data and build on information security governance, secure systems and processes. Improves system resilience and reliability through partnership with the SRS.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	25%	Implementation of system to support ALN (Additional Learning Needs) Local Provision Development financial monitoring implemented. Work progressing to support City Services in the launch of the UK National Underground Asset Register (NUAR) which will transform the coordination of works between local highway authorities and statutory undertakers. Successful onboarding of Torfaen CBC to CEMP system for their delivery of the Communities for Work Plus (CfW+) programme. Initial scoping commenced with Torfaen CBC for their delivery of the Shared Prosperity Fund (SPF) programme. Go Live with the transfer to MHR Pension Data Service for Local Government pension returns complete. New Gift & Hospitality integrated form and process successfully implemented. New Leaver Feedback process developed and implemented. Centralised process for recording and managing volunteers has been scoped, designed and implemented.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
8	Work with partners to develop infrastructure and connectivity in the City. <i>(Digital Strategy – Theme Digital Infrastructure and Connectivity)</i>	Improved digital infrastructure and connectivity for the city and for the council.	WBO 2 / Strategic Priority 6  WBO 4 / Strategic Priority 4  Digital Strategy	1 <sup>st</sup> November 2022	31 <sup>st</sup> March 2027	5%	The Local Broadband Fund (LBF) project continues with Wi-Fi and fibre surveys carried out. Equipment has been ordered and a formal project kick off is scheduled for May 2023. Public Wi-Fi is being reviewed to consolidate infrastructure and make associated savings whilst recognising its importance for digital inclusion. The first sites will migrate to an SRS facilitated solution in April 2023. Work has commenced to review the infrastructure for the Community Safety Network that supports the council's CCTV service. Work to develop the Council's IT infrastructure, including security requirements continues with our partners SRS, Migration of the council's data centre to Vantage Data Centre is almost complete and this will bring improved resilience and energy savings. New network infrastructure for key council buildings including the Civic Centre will be implemented once the Vantage data centre move is complete.
9	To base future strategic communication planning on a needs/wants-based analysis, reflecting the digital priorities of the Council.	Consultation with residents on communications usage and preferences. Consultation with internal clients and stakeholders on communication needs. Evidenced based development of corporate communication channels, based on needs and reflecting digital priorities.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> December 2023	20%	Needs analysis exercise and results review completed. Key outcomes being used to inform priority delivery areas for the team. Off-shoots such as social media platform profiling also being developed.



**Objective 2** - To have an inclusive organisation that supports and encourages its workforce's development, health and well-being and enables improved services delivered to the citizens of Newport.

**Objective 2 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	To Develop a People Plan to run alongside and support the Corporate Plan.	The people plan will have key outcomes for delivery over the next few years and develop the workforce requirement in delivering the corporate plan.	WBO 4 / Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> June 2023	15%	Themes for the plan emerging. Engagement with manager network to capture items for consideration has taken place. Currently mapping with other plans such as corporate plan, Strategic Equality Plan (SEP) and Digital plan etc. Draft of themes currently being reviewed and reflected upon. Consideration will need to be given to the Councils values development at the staff conference in July to be able to take this forward, plan likely towards the end of 23/24.
2	Review of staff performance management and the use of the check-in and performance review facilities.	The outcomes of this action will ensure the Council's performance management processes meet the needs of the workforce and enable staff to contribute towards improving the delivery of their services and Corporate Plan.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> December 2023	50%	Amendments made to the performance management arrangements in December 22 and training advice and support has been rolled out. A review of the changes for the first quarter, since the changes have been made, shows some significant improvement on the senior teams' engagement in this activity. Continuation of this engagement is required and further ownership within the organisation across all teams.
3	Implement a strategic and whole organisational approach to talent management with pathways to develop and support succession planning.	Career pathways are in place to enable the workforce to understand the possible options for career development.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Continuation of service area succession planning practices to be supported aligned to People Plan.

Page 49

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Increase diversity, offering various opportunities to work for Newport City Council including at an entry point level with schemes for apprenticeships, traineeships, graduates and volunteering.	Develop an entry points framework that supports the aspirations of increasing diversity.  Workforce better reflects the makeup of the communities we serve.	WBO 4 / Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	50%	As part of budget savings for 2023/24 the Council removed a portion of budgeted resources that was set aside for the Councils entry point programme. Consideration will need to be given in the Councils new people plan 23/24 on how the Council can best support this important area and what other opportunities exist given investment has reduced.
Page 50	An organisation where the health, safety and well-being of our workforce is supported and promoted by all staff across the Council.	Ongoing review and support of compliance in Health and Safety (H&S) following reviews of service areas specific requirements and obligations. Better understanding by managers of health and safety and well-being obligations.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	25%	The H&S team have successfully restructured following investment by the Council for 22/23. The team of Business Partners are supporting proactive H&S compliance and have specific plans to work towards. Recruitment is underway for the final role and the team are inducting well. CMT and Employee Partnership Forum (EPF) receive quarterly updates on activity across the Council and managers continue with training for IOSH managing safely. These updates also include information on any HSE reportable incidents.
6	Ensure key decisions within NCC support the principles of equalities, fairness, and Welsh Language.	Delivery of the Strategic Equalities Plan and Welsh Language Strategy aspirations.	WBO 1 / Strategic Priority 7  WBO 4 / Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Fairness and Equality Impact Assessment template has been updated with findings from consultation with officers, cabinet members and the Fairness Commission.  This draft form provides additional guidance on Armed Forces Covenant and supports equalities and Welsh language.

**Objective 3** – Newport City Council fosters a culture of collaborative working with partners (local and regional) which empowers communities and service users to improve the well-being and long-term sustainability of the city.

**Objective 3 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Facilitate, coordinate, and contribute to key partnerships that support the delivery and achievement of the Gwent Public Services Board and One Newport Local Delivery Group to improve the health and wellbeing of residents across Newport and wider Gwent.	Coordination of, and contribution to One Newport and associated intervention boards. Development of Newport's Local Action Plan Contribution and support to Gwent Public Service Board (PSB) meetings, supporting officer group and regional Wellbeing Plan. Support for related local partnerships.	WBO 4 / Strategic Priority 1  Gwent Well-being Plan 2023-28	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	80%	Draft Gwent Wellbeing Plan approved by Newport Full Council and scheduled for other statutory partners in 23-24. NCC Officers are part of governance group to develop a performance management framework to support the regional plan. Newport's Local delivery plan will be made available for stakeholder consultation following publication of regional plan in June 2023.
2	Expand and further develop the organisations data and intelligence service delivery model, improving the depth and breadth of the Intelligence Hub's utilisation within the Council's and our partners thinking.	Development of community wellbeing assessments; partnership work informed by intelligence. Transformation, business cases and service delivery informed by intelligence and data. Newport Intelligence Hub offer extended to partners. Grant funding bids across a range of partnerships supported by evidence.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	20%	Use of data and intelligence continues to develop and drive senior management thinking, this will include the transformation programme in 23/24. Migration to Capita ONE system to Software as a Service solution hosted environment successfully completed and live. Implementation of Schools HR information portal and dashboards completed in the Council's Management Information (MI) Hub system. Climate Change action plan build has been completed in the Management Information (MI) Hub system.

Page 51

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
2	<p>Cont... Expand and further develop the organisations data and intelligence service delivery model, improving the depth and breadth of the Intelligence Hub's utilisation within the Council's and our partners thinking.</p>	<p>Development of community wellbeing assessments; partnership work informed by intelligence.</p> <p>Transformation, business cases and service delivery informed by intelligence and data.</p> <p>Newport Intelligence Hub offer extended to partners. Grant funding bids across a range of partnerships supported by evidence.</p>	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	20%	<p>Initial Climate Change dashboards have been introduced into the Management Information (MI) Hub system to showcase priorities and actions against each theme and carbon emissions.</p> <p>Housing Need solution has been fully scoped and designed.</p> <p>Project kick off commenced for the migration of the iDox system platform to supplier hosted cloud solution.</p> <p>Transfer of Total Land Charges (TLC) system administration and development transferred to Newport Intelligence Hub. Initial review of processes has been undertaken.</p>
3	Engage in and contribute to key partnership projects, supporting effective communications.	Representation on key partnership communication working groups (such as Regional PSB, Safer Streets, Pill Masterplan, Purple Flag etc)	<p>WBO 4 / Strategic Priority 1</p> <p>WBO 4 / Strategic Priority 7</p> <p>Gwent Well-being Plan 2023-28</p>	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	<p>Comms represented on Pill Masterplan group and Safer Streets group. Discussion held with key NCC reps about how to build comms as a standing item agenda on OneNewport, Safer Newport and purple flag at all levels so issues/opportunities are fed back even if there is not actual representation at the meeting.</p> <p>Comms and policy and partnerships are now part of the same team.</p>

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Support for and coordination of the Safer Newport community safety partnership and related programme of activity.	Delivery of Safer Newport engagement and project work. Coordination of the partnership. Coordination with regional and national partnerships.	WBO 3 / Strategic Priority 7	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	Support for Safer Newport has continued through the year, including the use of grant funding. First Safer Newport report presented at partnerships scrutiny during this quarter with discussions on format and contents for future reports. Work on strategic needs assessment continuing with working group to commence in 23-24 linked to the work on the Serious Violence Duty in partnership with Gwent OPCC and other regional partners. Updated strategic needs assessment to inform updated action and delivery plan. The partnership also worked on a response to the Home Office consultation on community safety partnerships across England and Wales during the last quarter.
5	Support, facilitate and coordinate activities and forums to ensure active participation of service users, communities, and citizens in developing and informing key strategic decisions and delivery of services across the city.	Work in partnership with key partners, citizens, and forums to ensure the voices of citizens influence and participate in council decisions. Improve the engagement and involvement of Newport's diverse and Welsh Language communities in the delivery of Council's services.	WBO 3 / Strategic Priority 7 WBO 4 / Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025	80%	Consultation on budget proposals concluded during this quarter with significant engagement from residents and other stakeholders and feedback used to inform decision making directly linked to service delivery. Engagement via survey and Bus Wi-Fi continues to support strategic decisions, including the changes to Old Green Roundabout during the year.

**Objective 4** – Effective and sustainable management of assets and properties and support for the Council’s goal of becoming a net carbon zero by 2030.

**Objective 4 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Following the introduction of our ‘New Normal’ working policies and new Corporate Plan we will review our Strategic Asset Management Plan, and Disposal and Asset transfer strategies. This will be supported by an asset rationalisation programme in our Transformation Plan.	Effective asset management, disposal and asset transfer arrangements. Savings achieved and ongoing spending commitments reduced through asset and land rationalisation programme.  Plan implemented.	WBO 2 / Strategic Priority 1  WBO 4 / Strategic Priority 2  WBO 4 / Strategic Priority 3  WBO 4 / Strategic Priority 6	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	25%	This will be achieved by the Asset Rationalisation programme board during the first phase of their work. Programme has now commenced and group developing principles.
Page 54	Develop and manage effective contract management arrangements with Newport Norse.	Implement a renewed governance framework and key performance indicators to support effective contract monitoring and improved outcomes from the joint venture partnership.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	During this quarter there were no issues with the contract management of the Newport Norse JV. In 22/23 the contract end was extended until December 25 through Cabinet decision following a review of options.
3	Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service departments and schools adhere to the corporate landlord policy.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	This work has continued through the year in partnership with colleagues across the Council, particularly education. During the final quarter of the year the number of Corporate landlord requests normally drops as was the case this year.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	Cont... Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Ensuring there is an up to date and comprehensive list of premise managers and that all premise managers have received NCC training. There is also a need to ensure that all service departments and schools adhere to the corporate landlord policy. Any instances of non-adherence are evidenced and reflected upon for future reference and learning.	Continuous Improvement	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Work is being progressed on the engagement mechanisms for Premises Managers which should be complete over the summer months. These engagements will provide better support to those staff responsible for the operational assets.
4	Establish the Civic Centre investment requirements to provide a suitable office environment for NCCs "new normal".	Programme of works for the Civic Centre to make it a suitable and modern office environment for staff as part of the wider strategic asset programme.	WBO 4 / Strategic Priority 6	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	75%	Surveys on the Civic Centre were completed in this quarter. The report will be provided for Q2 23/24 from this report a cost estimate will be able to be provided on the investment required into improve the office accommodation standards.
5	People, Policy, and Transformation supporting the Council's Climate Change Plan delivering its theme 'Organisational Culture and Leadership'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the organisational culture and leadership to reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 3 Climate Change Plan 22-27	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	35%	In the last quarter, the actions within this priority have been reviewed and aligned more closely with expectations. These are currently being confirmed and delivery will commence in the next quarter. Considerable work has been supported through 22/23 from setting up a staff network to communications and training, and these will be also reported in the Climate Change annual report.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
6	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its themes 'Our Buildings', 'Our Land' and 'Procurement'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the building efficiency, enhance and protect land, and procurement arrangements reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	15%	All teams within the service are aware of the commitments made in the Climate Change Plan and act accordingly. The developing way forward for strategic asset management also supports the principles of the climate change plan.
Page 56	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme 'Transport and Mobility'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the use of transport and reducing the Council's carbon emissions.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	25%	The HR Team continue to actively support the "Transport & Mobility" element of the Climate Change Plan having introduced a range of flexible working policies and amendments to the Council's Travel & Subsistence Policy to reduce staff travel. Work continues of increasing staff active travel with colleagues across the Council, the development of staff travel plans for all main bases and increasing our employee discount schemes with public travel providers.
8	People, Policy and Transformation supporting the Council's Climate Change Plan delivering its theme 'Wider Role'.	Deliver the actions that have been assigned to People, Policy and Transformation that will improve the Council's role in reducing the Council's carbon emissions in Newport and wider region.	WBO 2 / Strategic Priority 1 WBO 4 / Strategic Priority 2 WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 6 Climate Change Plan 22-27	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	The service area continues to support the climate change work and associated subgroup action plan. The team are involved in supporting the new staff network and in carbon reduction training. Our partnership work also considers the impact of climate change in various plans and developments.

# Performance Measures

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
NCC Sickness Days Lost.	Quarterly	8.95 days	10.06 days	14.13 days	10.06 days	19/20 & 20/21 reported a change in previous variations on sickness data due to the pandemic, and therefore the last few years within and coming out of the pandemic, normal absence rates reduced, although COVID absence, which was not part of the reporting at that time, is now included in this figure. April 22 also saw the Council approve its Wellness at Work approach, which adopted a more mature approach to managing absence. It is also widely reported that absence across sectors has increased as we emerge from the pandemic, into other crises such as cost of living. Work is required to understand Council absence and further engagement work is required in the still embedding wellness approach and this has started in 23/24.
Percentage of managers undertaking regular check-ins	Monthly	No Data	23.9%	37.91%	80%	Following changes in practice during the COVID pandemic we are relaunching our check-in process and ensuring these are recorded. As outlined above, considerable activity has taken place in Q3/Q4 to assess and redress this measure. Managers tell us that they do regularly hold conversations with their team members and recording it may not always be at the forefront. Work is continuing to develop this measure in 2023/24 to ensure we continue to improve and record. To demonstrate this, quarter 4 data (Dec-Mar) since the changes, is 50.52%, representing improvement.
(New) % of staff that are able to speak Welsh at least intermediate or above level.	Half Yearly	No Data	No Data	8.1%	20% (to be amended to 7.5% 23/24)	This performance measure is reliant upon staff members self-assessing their Welsh language skills within their Employee Self-Service account and therefore may not be accurate. The Policy and Partnership team are working with HR colleagues to remind all staff to complete this section in their accounts and a report will be provided to at service area level to ask managers to encourage their teams to complete the self-assessment.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) % of staff that are able to speak Welsh at least intermediate or above level.	Half Yearly	No Data	No Data	8.1%	20%	In addition, we are working with partners on a programme of Welsh Language training aimed at improving Welsh Language skills across our officers and in increasing confidence for people to use Welsh in the workplace. The target will be reviewed for 23/24 to reflect the language skills of our population, ensuring we continue to develop but reflecting our recruitment challenges. 7.5% is the percentage of people in Newport who said they could speak Welsh in the 2021 census.
(New) Percentage of complaints to the PSOW intervention	Quarterly	11%	11%	17.0%	Less than 14%	This is a new measure which has missed the target for the full year, although following changes to processes and policy has improved and was within target for Quarter 4. The overall number of upheld complaints is 8. Complaints transferred to this service area at the start of the year and positive changes made during autumn 2022, including the newly revised complaints policy and improved processes, are anticipated to result in improved future performance. In addition, there is a lag in the figures as they are based on when complaints referred to the Public Services Ombudsman for Wales (PSOW) are closed not when received.
Number of Apprentices per 1,000 employees	Annually	29 per 1,000 employees	20 per 1,000 employees	17 per 1,000 employees	20 per 1,000 employees	As budget pressures continue across the Council the ability to convert roles into apprentices or support workplace apprenticeships becomes more challenging.
Percentage of Subject Access Requests responses completed in time	Quarterly	60%	71.1%	71%	75%	Numbers of SARs have increased again this year. The fourth quarter performance was the best of the year despite the largest number of requests received. This remains a challenging target due to the scale of some requests, especially in social care. To date the council has not requested any time extensions for complex requests. However, these will now be used in line with the Information Commissioner's Office (ICO) advice. This will provide a more accurate and comparative reflection of performance and should result in an improved position. Access to paper records that was previously a challenge during the pandemic is no longer an issue.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
Number of staff undertaken Equality, Diversity, and Inclusion training.	Quarterly	7	168	339	240	High levels of engagement in equality and inclusion training during the year at all levels. It was especially encouraging to see the enthusiasm for elected members and staff members for the anti-racism training in quarter 4. Plans for 2023-24 include building on the awareness raising training and adding more specific equality and inclusion related subjects. Updated FEIA to be launched in quarter 1 of 2023-24 alongside associated training to aid awareness and understanding.
(New) Number of Council staff completing Welsh language training.	Half Yearly	No Data	No Data	194	180	Engagement with Welsh Language training has been encouraging this year and has been supported by the new Welsh Language Policy Officer. Discussions with a 3 <sup>rd</sup> party are continuing with plans to extend the offer of training in different ways to encourage further uptake in 2023-24.
Percentage Freedom of information Responses completed on time.	Quarterly	90.8%	89.5%	91%	88%	Work with the new service areas has been completed this year to ensure the target continues to be met.
Total number of social media followers	Quarterly	37,223	41,700	45,688	45,000	Engagement increased during this year with a focus on quality and frequency of posting.

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <b>Target Date</b> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <b>Target Date</b> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance. Commentary provided is at the discretion of the service area.

Page 60

## Risk Assessment Matrix

Probability	5	5 – Moderate	10 – Major	15 – Severe	20 – Severe	25 – Severe
	4	4 – Moderate	8 – Moderate	12 – Major	16 – Severe	20 – Severe
	3	3 – Low	6 – Moderate	9 Major	12 – Major	15 – Severe
	2	2 – Low	4 – Moderate	6 – Moderate	8 – Moderate	10 Major
	1	1 – Very Low	2 – Low	3 – Low	4 – Moderate	5 – Moderate
		1	2	3	4	5
		Impact				

## Abbreviations

Abbreviation	Description
SRS	Shared Resource Service – Newport City Council IT provider
WLGA	Welsh Local Government Association
CMT	Corporate Management Team – Newport Council’s Directors and Heads of Service meeting
Norse JV	Norse Joint Venture – Newport City Council’s Property Service
Gwent OPCC	Gwent Police and Crime Commissioner



This page is intentionally left blank

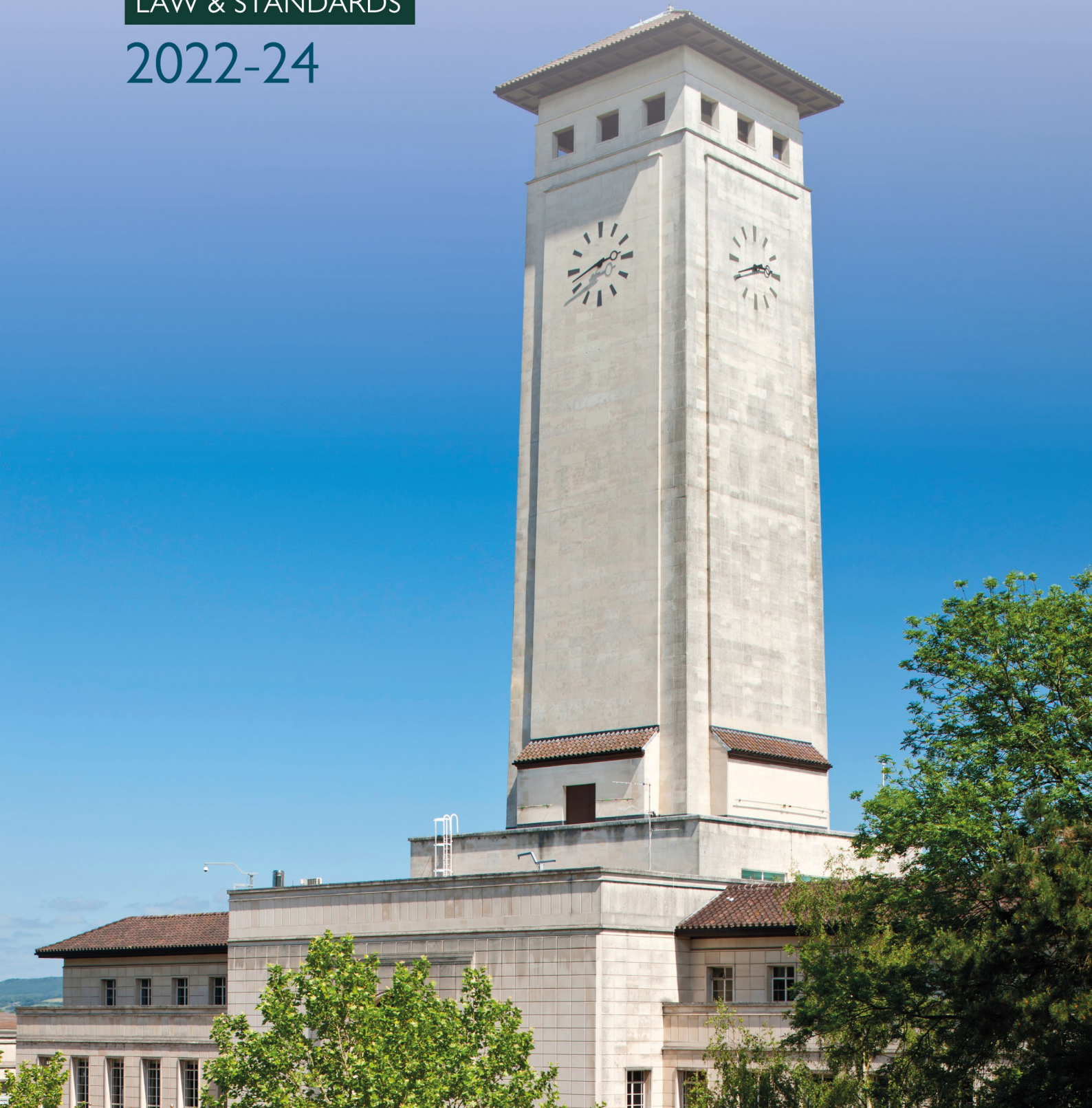


**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# END OF YEAR REVIEW

LAW & STANDARDS

2022-24



## Contents

	<b>Page No.</b>
Introduction	2
Head of Service Executive Summary	3
Law & Standards 22/23 Overview	5
Programmes Projects	6
Workforce Development	7
Objectives and Actions	8
Performance Measures	18
Glossary	20

## Strategic Leads

Cabinet Member for Organisational Transformation	Councillor Dimitri Batrouni
Leader of Newport City Council and Cabinet Member for Regeneration & Economic Development	Councillor Jane Mudd
Director for Transformation and Corporate	Rhys Cornwall
Head of Law & Standards	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, Councillors 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.

## Law & Standards 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



# Head of Service Executive Summary

Despite 2022/23 having been one of significant change for the Law and Standards service, good progress has been made towards meeting the Service Plan objectives for the year. A change in Head of Service in early December 2022 has inevitably impacted upon the delivery of some of the actions contained within the Service Plan, particularly within the legal team due to the absence of an Assistant Head of Legal Services for the latter four months of the year. There have also been a number of staffing changes within the legal team throughout the year, which has delayed plans for any structural reviews and impacted upon progress with succession planning strategies. In addition to the retirement of the Head of Service, another longstanding member of the team, the Head of Electoral Services, retired shortly before the Local Government elections in May 2022, leaving a significantly less experienced team to deliver the elections. Despite this period of change however, the Service has remained resilient and has continued to deliver against the Service Plan objectives.

Largely speaking, KPI's have been met throughout the year, if not exceeded in some areas. Any shortfall in the Registration Service targets for the registration of births is explained as being due to the lasting impact of births not having been registered during the pandemic and difficulty tracing birth parents who were unable to register births during the lockdown periods. The Registration Service continues to meet national targets set by the General Registrar's Office for the registration of births and deaths. Despite a forthcoming restructure involving a reduction in staffing levels, it is anticipated that this level of service can be maintained with the introduction of an electronic diary system, which will streamline the way in which appointments are allocated. The diary system is in the early phases of introduction but is expected to be fully operational within the first quarter of the municipal year 23/34. Further improvements have been made to the staffing structure which have had the effect of reducing the need to rely on casual staff. The Registration Service Manager has made significant progress with modernising the Registration Service over the past year which will support with ensuring that all service plan objectives are successfully delivered by the end of 23/24.

The Democratic and Elections services KPIs have been set for the first time during this municipal year, therefore benchmarking against previous years has not been possible. This is however reflective of the fact that there have been a number of firsts for this team, as a result of the Local Government and Elections (Wales) Act 2021 coming into force in April 2022. In addition to the introduction of this transformative piece of legislation, the team has successfully organised the Local Government elections in May 2022, and has undergone a complete restructure, largely due to staffing changes required during the pandemic and those subsequently required as a result of MTFP savings. An additional requirement arising from the 2022 Act has been the introduction of hybrid arrangements for all Council meetings. This change has required the installation of new equipment, new procedures and additional support from officers at meetings. Support and training for members has been provided in using the remote working technology, and protocols for remote meetings have been added to the Council's constitution. Officers in the Democratic Services and Elections Team are commended for their hard work in successfully delivering almost every council meeting in a hybrid format, within the requirements of the legislation. Considerable progress has been made towards restructuring this team, with the new structure having gone through the consultation process and agreed by Unions. This process will be finalised in 23/24 with the recruitment of an Assistant Democratic and Elections Services Manager who will have a close oversight of the team to ensure that standards are maintained within the team and requirements of the 2021 Act for forthcoming elections are successfully delivered.

The Legal Service has continued to successfully support the delivery of key corporate projects, in particular some large-scale regeneration and investment projects which have continued to require significant support in 22/23. Following the retirement of the Head of Service, this has required some reallocation of workloads, however the team has worked together well to mitigate the impacts of staff reduction and to ensure that a quality legal service continues to be delivered. The introduction of the Case Management system in September 2022 has gone some way towards streamlining the way in which work is allocated and recorded and the system will be embedded further in 23/24 to ensure that it is being utilised to its full potential, enabling workstreams to be created, with a view to reducing the burden of admin-based tasks for the team.

This year has also seen the recruitment of the first Trainee Solicitor for the first time in many years, which is an important step towards ensuring that the Legal team provides specialist lawyers who understand the needs of the Council.

Finally, significant progress has been made towards the restructure of the Coroner Service. A review of accommodation is ongoing, and work undertaken towards the latter part of 22/23 will ensure that accommodation for the Coroner Court is improved. Two new Assistant Coroners were recruited in 2022 and it is hoped that an Area Coroner will be recruited shortly. There has been a review of the Coroner Service staffing structure, which has seen the introduction of an Administration Team Supervisor, with further restructuring due to be concluded in the second quarter of 23/24.

Overall, despite experiencing a period significant change over the year, the Law and Standards staff have met the challenges experienced and have successfully adapted to new ways of working to ensure that quality of service has not been detrimentally affected. The team will continue to develop and learn from new experiences in 23/24 which will undoubtedly add to the resilience of the service areas of future years. The key priorities for 23/24 will be to continue to train newly appointed staff members to ensure succession planning strategies are in place, embed newly introduced technology to provide greater efficiencies within the various teams and ensure that the service area remains a place where staff feel they can develop and meet their full potential, to as to ensure staff retention for future years.

# Law & Standards 2022/23 Overview

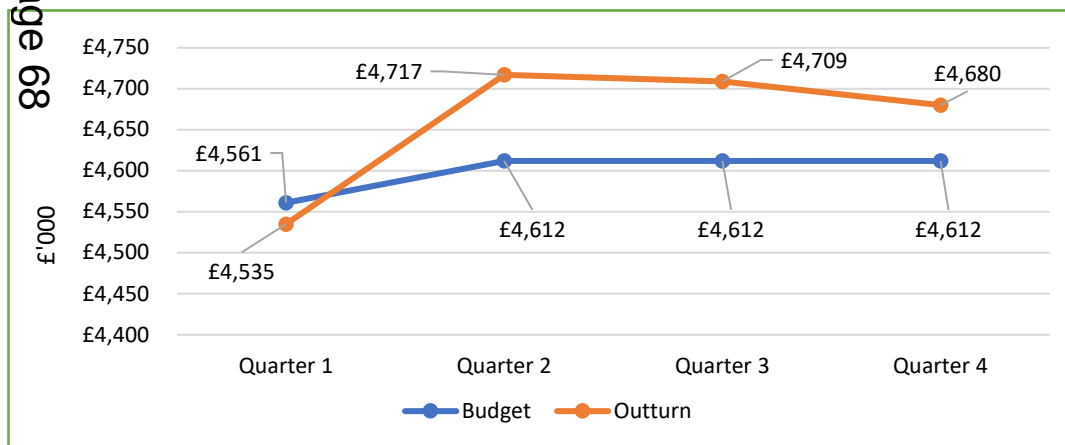
## Service Plan Objectives

Objective	End of Year (Red / Amber / Green)
<b>Objective 1</b> - To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources.	Green
<b>Objective 2</b> - To improve the constitutional and corporate governance arrangements.	Green
<b>Objective 3</b> – To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.	Amber

## Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarter 1 Risk Score	Quarter 2 Risk Score	Quarter 3 Risk Score	Quarter 4 Risk Score
Budgetary Pressures on Service Demands	Service Risk	12	6	4	9	9	9
Failure to meet new legislative requirements under the Local Elections Act 2022	Service Risk	12	6	-	-	12	8

## Service Area Revenue Outturn





# Programmes and Projects

Law & Standards will not be leading on the delivery of the Transformation Plan or service area projects. The service will be supporting the Council with other programmes and projects through its legal and democratic roles.

# Workforce Development

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

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	30%	Staff training will continue to ensure succession planning in place. Will be taken forward by Assistant Head of Legal Services from 22/5/23.
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.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	55%	Work on this is completed in so far as trainee posts have been filled. Staff training is ongoing and an effective programme is being implemented.
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.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	30%	Some progress has been made with the review of job descriptions. This will be implemented fully when the Assistant Head of Legal Services is in post from 22/5/23

# Objectives and Action Plan Update

Objective 1 - To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources.						Objective 1 End of Year Assessment	
Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	30%	Ongoing work. Continuing good progress.
Page 71	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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	90%	Full review undertaken in October 2022. Any further reviews will be undertaken by Assistant Head of Legal Services when in post from 22/5/23.
	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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	90%	New structure has been agreed in principle. Staff and union consultation undertaken and staff have confirmed their preferences. Officers have been allocated or assessed for roles in the structure successfully. There are two outstanding vacancies which will be advertised and recruited to in April 2023.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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.	<p>Appoint Area Coroner and/or Additional Assistant Coroners to address workload issues and backlog of coroner's inquests.</p> <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>	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Staffing review underway in line with budget savings.
5	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies.	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.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	Review underway.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
5	Cont...	Re-commissioning of supplies and services and longer-term agreements for post mortem and other coroner services will deliver efficiency savings and service improvements.					See page above.
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Completed for 23/24.
7	Undertake a review of ceremony fees and other discretionary fees and charges for Registration services 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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Fee benchmarking undertaken and fee calculator in development.
8	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	See Objective 1.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	90%	Task is linked to online booking via Stopford due to launch in Q1 of 23/24.

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

**Objective 2 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	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. Succession planning in place for recruitment and replacement of independent members. Forward work-programme developed and delivered in accordance with agreed timescales.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	30%	Forward work programme reviewed and additional work allocated for Committee
2	Embed the Public Participation and Engagement Strategy into business as usual practice.	Members and Officers will be aware of and understand the role they play in engaging with residents. 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. 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.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	15%	The Participation Strategy was approved by full Council in May 2022. Consideration for increasing participation, based on feedback from the public, and from scrutiny committees, will be considered by Democratic Services in the new year.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
2	Cont... Embed the Public Participation and Engagement Strategy into business as usual practice.	The Participation Strategy and Petitions scheme will ensure that the views of the public are brought to the attention of Scrutiny Committees.		1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	15%	See commentary above.
3	To continue to improve Scrutiny arrangements and the composite work programme.	Training and development for Scrutiny Members and Chairs. Scrutiny is understood and members are supported to continually develop knowledge and skills. Training and development for Scrutiny Officers. Scrutiny is understood and Officers are able to support and advise scrutiny through reports and presentations.	WBO 3 – Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	55%	Training was provided to elected members to support them in their Scrutiny roles for the budget setting process. The first meeting with Scrutiny Chairs took place to discuss the forward work programmes, arrangements for meetings, support and training for committees. Actions will be taken forward and will be followed up at the next meeting in May 2023. Preparation for the Forward Work Programme is underway, and meetings with CMT and Service Areas will commence in April 2023.
4	Implement the legislative requirements of the Elections Act 2022 in accordance with prescribed timescales and in readiness for the May 2024 parliamentary elections.	Legislative requirements successfully implemented in accordance with prescribed timescales. Measures introduced to reduce the potential for voter fraud in elections, including a new requirement for voters to show photographic identification at polling stations.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	Scoping and planning has commended. The most pressing change is the implementation of the Voter ID portal in January 2023. We have been working with the Department of Levelling Up, Housing and Communities in preparation for the go live.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Cont... Implement the legislative requirements of the Elections Act 2022 in accordance with prescribed timescales and in readiness for the May 2024 parliamentary elections.	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. Changes will be implemented to polling stations to support voter ID legislation. Permanent and temporary staff working on elections will be fully trained to implement the new legislation.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	See Commentary Above.
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.	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. Full engagement and consultation will be undertaken with key stakeholders and the public to inform the outcomes of the review.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2024	N/A	Action Commencing Quarter 1 of 23/24.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2023	80%	Whilst this is partially completed in some respects an urgent update of budget setting standing orders is required.
7	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	See Objective 2	WBO 4 / Strategic Priority 5	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	60%	Training was provided to elected members to support them in their scrutiny roles for the budget setting process. The first meeting with Scrutiny Chairs took place to discuss the forward work programme, arrangements for meetings, support and training for committees. Actions will be taken forward and will be followed up at the next meeting in May 2023. Preparation for the Forward Work Programme is underway, and meetings with CMT and Service Areas will commence in April 2023.
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	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	C	Induction training as agreed via Democratic Services Committee has been delivered. A full appraisal report on Members training will be shared via Cabinet Member and relevant Committees.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
9	All elected members undertake eco and carbon literacy training within the first year after local elections with regular updates.	Funding sourced for training. Sessions in place for members (1 session Oct/Nov - 1 session Feb)	WBO 4 / Strategic Priority 3 Climate Change Plan	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023	20%	Numbers have not changed Jan-Mar 2023. There was another cohort of training in the diary for February, however the second date of the two day course was cancelled by the facilitator due to illness. The second date is rescheduled for April. This completion date, plus another cohort of training scheduled for May will see a significant increase in completion for the first Quarter of 2023/24. However, whilst all elected members have been offered different dates and times to attend this course, the target of 100% of all members completing the course is unlikely to be met by the target date.
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	1 <sup>st</sup> June 2022	30 <sup>th</sup> September 2022	15%	Carbon Literacy Training is planned for elected Members, two tranches are taking place in October 2022 and February 2023.

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

**Objective 3 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Awaiting licence update from Civica to enable online payments. On track for Q1 23/24.
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 ensure that resources are being used effectively.	WBO 4 / Strategic Priority 4	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	55%	Will be progressed further once the Assistant Head of Legal Services is in post from 22 May 2023.

Page 79

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	C	The portal was linked to the existing electoral registration system with support from SRS. The portal went live in January 2023.  Take up is low at present, but this is to be anticipated given that there is no publicity underway at present. Communication plan will be rolled out post-local elections in England, as the messaging will be different for Welsh citizens. The structure and resource in the team has been adapted to support changes to operations, and there is also an expectation that temporary staff will be needed to support processing prior to elections, as with other types of work that peak in the lead up to polls.
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	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	40%	Progress made with IDOX. Board has now been convened to progress this project.

# Performance Measures

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) Percentage of births registered within 42 days*	Quarterly	No Data	No Data	91.3% (42/46)	98%	End of year outcome for births registered within 42 days reflects covid recovery within the service. Birth registrations halted at the beginning of the pandemic creating a backlog. The final figure for 22/23 reflects the success of the Registration team in clearing the backlog by locating and registering the last of the 2020 births. This reflects a national picture across England and Wales with the level of unregistered births returning to pre-pandemic levels during 22/23.
Percentage of legal searches in 5 days.	Quarterly	78.3%	79.3%	93.9%	85%	
Percentage of customers seen within 10 minutes.	Quarterly	No Data	No Data	95.3%	95%	
Percentage of single justice procedure notices drafted within timescales	Quarterly	No Data	100%	98%	98%	
(New) No. of views of Scrutiny meetings including live and You Tube.	Half Yearly	No Data	No Data	593	First year measure – monitoring data	
(New) Participation rates in consultations and surveys. (Based upon Mid-Year population estimate)	Half yearly	No Data	No Data	9% (13,748 / 159,658)	First year measure – monitoring data	This figure is the best assessment of participation rates based on the data available, however, there may be some ‘double counting’ of actively engaged citizens who participate in multiple surveys and/or the Citizens Panel. Further work to refine the measurement of this key area is recommended prior to setting a target.

\*NCC has a partnership arrangement with Torfaen Registration District to register births on their behalf. Births recorded in Newport reflect the home births in the city.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) Percentage of people who feel able to influence decisions affecting their local area (National Survey for Wales and local data)	Annual	No Data	No Data	30%	First year measure – monitoring data	In the first year of monitoring, national data from the most recent National Survey for Wales for Newport has been taken as a benchmark. <a href="#">What factors are linked to people feeling able to influence decisions affecting their local area? (gov.wales)</a> A local survey is in development that will provide data for 2023/24.



# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <b>Target Date</b> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <b>Target Date</b> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance. Commentary provided is at the discretion of the service area to provide.

Page 83

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

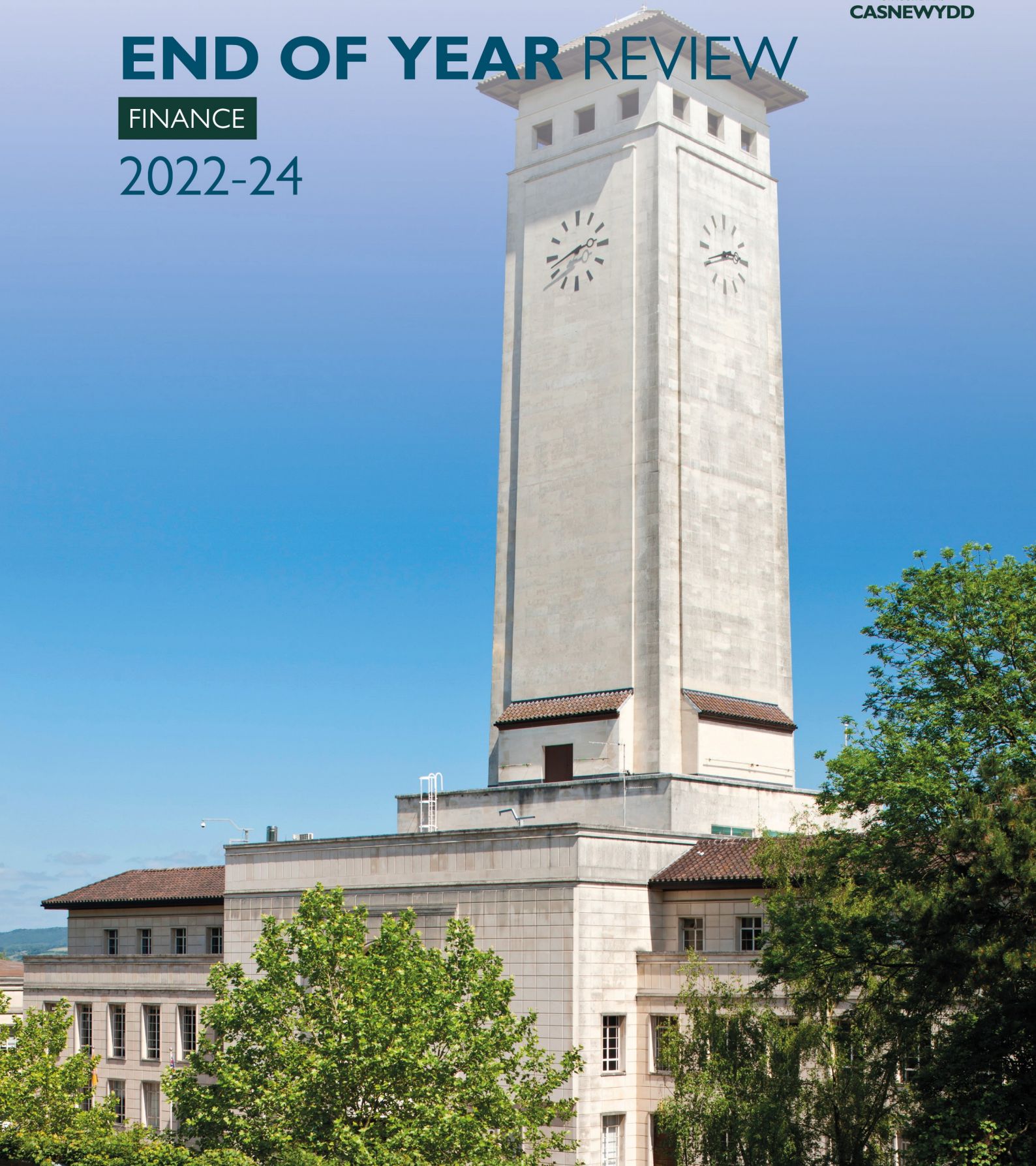


**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# END OF YEAR REVIEW

FINANCE

2022-24





## Contents

	<b>Page No.</b>
Introduction	2
Head of Service Executive Summary	4
Finance 22/23 Overview	6
Programmes and Projects	8
Workforce Development	9
Objectives and Actions	10
Performance Measures	24
Glossary	28

## Strategic Leads

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

**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.

# Head of Service Executive Summary

Then 2022/23 financial year performance against the service plan objectives and targets has been a successful one for the service. This achievement is more impressive when one considers that the service area expanded significantly following the Council re-structure in 2021, all parts of the service are now working in a 'hybrid fashion' and has taken some getting used to; there were legacy Covid support schemes still operating in the first half of the year adding to workloads, new 'Cost of Living' schemes being administered which again were adding to workloads and the service co-ordinated and managed the development of the 2023/24 budget which turned out to be the most challenging one than most of us can remember. Service Managers, Team Leaders and all colleagues have risen to the challenge, and this is *their* achievement.

In terms of progress against our objectives and key projects, the following are some of the key areas:

- Work on implementing the Council's new Finance System made good progress and continues to move on and we envisage an implementation date of October 2023. This is later than planned but in hindsight, the original date of April 2023 was unrealistic; especially because our implementation consultants are supporting us 'off-site' in the main.
- Work on introducing self-service into the revenues and benefits department was completed in the revenues team and 'soft launched' in February/March 2023 and the software required for the benefits team has now been installed.
- We have embedded 'Social Value and Carbon reduction measures' into the Council's procurement processes and this priority is now a key feature in how we ensure our suppliers/contractors/partners deliver this as added value when spending the Council's money for the benefit of Newport.

On performance, most targets were met other than:

- Financial forecasts reviewed and updated – which is reported in the Finance service but reflects performance across the organisation. Consistency of budget managers reviewing and updating forecasts against budgets is a challenge with some areas requiring significant improvement. It will need to be taken forward with CMT and Directorate Management Teams.
- Grant claims submitted on time – this is reported in the Finance service but reflects performance across the organisation as the processes of completing these involves service areas as well as accountancy. We fell behind target but often; by a small margin and no payments of grants were impacted. Again, it will need to be taken forward with CMT and Directorate Management Teams.

In overall terms, as said above, the 2022/23-year performance and progress in achieving our key objectives was very good.

As we look forward to 2023/24 and beyond, some key issues and focus for the service; building on the success of last year, will be:

- Improving our customer services processes and methods. We will need external help to do this, but the focus is to ensure:
  - We focus on the 'end to end' processes and performance around customer services and not just the current 'front end'.
  - We extend the use of the Council's 'My Council Services' system to service areas and therefore integrate more customer services / other requests (the front end) into service area processes to fulfil service requests (the back end).
  - We review our current system design and processes.

The service area will need a review of its structure in some parts to support and enable that.

- Implement the Council's new financial system across the organisation and schools.
- Maximise the use of self-service in revenues and implement it within the benefits area. Identify and bed in service and efficiency improvements that may come from this.



- Explore different operating models for the delivery of Internal Audit services to the Council.
- On-going monitoring and self-evaluation of the procurement processes robustness, including the 'Procurement Gateway Board' in leveraging social value and carbon reduction benefits to the Council and Newport
- Embedding new financial support and in particular financial monitoring arrangements across the organisation

As we focus on the above, a key risk for the service is resource levels and difficulty in recruitment. This is especially an issue in

- Internal Audit where there is a c40% vacancy rate and acting up temporary arrangements for senior roles, including the Chief Internal Auditor. The team resource levels were also reduced for 2023/24 and this has created significant risk across several issues/areas.
- Accountancy central team which focusses on overall co-ordination, capital programme monitoring, treasury management and technical accounting. The level of technical expertise resources as well as projects support is very low creates significant risk across several issues / areas.

We continue to manage the above both with short term and longer-term mitigation as best as possible. A number of re-structures and change in operating models are in progress and we will, as far as possible, build some resilience into structures as part of these changes. We will also need to develop our hybrid working arrangements in the forthcoming year and ensure that the right people are together at the right times.

# Finance 2022/23 Overview

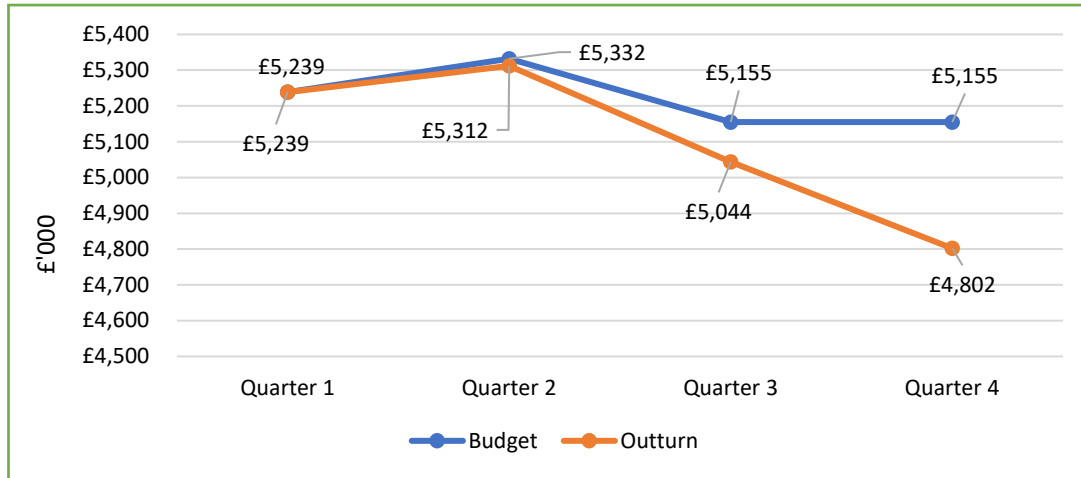
## Service Plan Objectives

Objective	End of Year (Red / Amber / Green)
<b>Objective 1</b> - 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.	
<b>Objective 2</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>Objective 3</b> - Embed social value, carbon reduction and Welsh TOMs into the Council's procurement processes.	
<b>Objective 4</b> - Revenues and Benefits team and Income Collection team support households and businesses through the Cost-of-Living crisis.	

## Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarter 1 Risk Score	Quarter 2 Risk Score	Quarter 3 Risk Score	Quarter 4 Risk Score
Balancing the Council's Medium-Term Budget	Corporate Risk	20	10	12	20	20	20
Council Income Reduction	Service Risk	12	8	8	8	8	4
10 Year Financial management (Revenue)	Service Risk	12	8	9	9	6	6
ICT - Key Finance Systems Failure	Service Risk	16	5	9	9	9	12
ICT- Self-service within C Tax/NNDR area	Service Risk	9	6	4	4	1	Risk Closed
(New) In-year financial management (capital)	Service Risk	12	6	-	-	12	12
(New) Failure to achieve completion of the Annual IA Plan	Service Risk	12	9	-	-	9	12

## Service Area Revenue Outturn



# Programmes and Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Expected Completion Date (Quarter / Year)	Quarter 4 RAG Assessment / % Completion	Commentary
<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	Quarter 3 2022/23	C	Digital online services have been successfully introduced and for the first time enable residents to manage their council tax accounts online. Following a soft launch, to enable any issues to be flagged and resolved, a publicity campaign was carried out during February and March 2023 to coincide with the issue of the new bills for 2023-24. This has already resulted in a number of customers opting to receive their bills digitally.
<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	Quarter 1 2023/24	75%	The last quarter's activity has focussed on completion of configuration of the new system. The project team have been undertaking preparation for User Acceptance Testing, which is due to commence in the next quarter. In addition, the team have been gaining additional knowledge and familiarisation with the system. Also, work has commenced on building the interfaces between the new system and other feeder systems. A detailed project plan, which is fully resourced, now exists, although this has highlighted the need to defer the go-live date until October 2023. There remains a risk to achieving this, due to the volume and variety of work to be completed over the next 6 months and the external factors that impact upon the project.

Page 93

# Workforce Development

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

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
<p>Proposed</p> <p>Introduce succession planning practices and strengthen resilience in teams to extent possible.</p>	<p>Service Managers provide opportunities for staff to develop, provide career progression and job shadowing.</p> <p>This will support formalising succession plans and create the foundations for a regular reviewing cycle.</p>	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023	80%	<p>A restructure of the Revenues &amp; Benefits Team is currently being carried out, once completed staff will have more opportunity to broaden their skills which will help with staff development and recruitment.</p> <p>A restructure of customer services is to be completed in 2023/24 and will need to design in resilience at management/team leader levels</p>
	<p>Review the current approach recruitment within Finance, with a particular focus on entry level posts.</p>	<p>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.</p>	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	5%

# Objectives and Action Plan Update

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 1 End of Year Assessment	
Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	The Capital Programme for 2023/24 was approved by Cabinet in February 2023 and the overarching Capital Strategy was approved by Council in the same month. Therefore, this action has been completed.
Page 95 <sub>2</sub>	Adopt and embed a rolling approach to programme management.	A rolling capital programme that will be updated on an annual basis.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	The Council set its Capital & Treasury Management Strategy for 2023/24 in February 2023. Part of this included approval of the Capital Programme for the five-year period commencing 2023/24. As part of that strategy, it was confirmed that a rolling approach would be adopted for programme management going forward. Therefore, this action is now complete. As a consequence, the programme will be fully reviewed on an annual basis, as opposed to once every five years.
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,	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	15%	As reported previously, the delays associated with completing the 2021/22 accounts process significantly impacted upon the ability to undertake the desired level of

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	15%	review work prior to commencing the 2022/23 accounts process. Therefore, it has only been possible to consider a small number of improvements. An example of this is a more structured process for the approval of earmarked reserve transfers that has been introduced. As the focus will be on completing the draft accounts for 2022/23 during the first quarter of 2023, it is unlikely that any significant review work will possible until July 2023, at the earliest, although business partnering teams will complete a lessons learned exercise during May 2023, which will be used to inform any changes going forward.
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	As reported previously, the delays associated with completing the 2021/22 accounts process significantly impacted upon the ability to undertake the desired level of review work prior to commencing the 2022/23 accounts process. Therefore, it has only been possible to focus on those recommendations that originated from the Audit Wales ISA260 Report and the subsequent lessons learned exercise, which was considered by Governance & Audit Committee in March 2023.



Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	As the focus will be on completing the draft accounts for 2022/23 during the first quarter of 2023, it is unlikely that any significant review work will be possible until July 2023, at the earliest, unless there are any technical issues that need resolving whilst the draft accounts are being prepared.
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	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2023	15%	The majority of this work will take place later in the year and, therefore, there has been little progress during Quarter 4. However, some of the configuration work undertaken on the Budgeting & Forecasting module will be relevant to budget holders and every effort has been made to ensure that the system is easy to navigate and use.
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	1 <sup>st</sup> October 2022	30 <sup>th</sup> September 2023	10%	In line with the previous update, the majority of work associated with this action will be undertaken during the summer of 2023. However, as part of a review of the structure and operating model within Accountancy, areas for inclusion within a revised training package have been identified.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	35%	Activity during the final quarter of 2022/23 has been focussed on determining the revised approach to the Council's budget monitoring process, in light of the reduction in Accountancy capacity arising from the 2023/24 savings requirement. This has seen a focus on the frequency of monitoring going forward and a ways to strengthen the ability of budget managers to provide robust forecasts. During the next quarter, the revised arrangements will be agreed, introduced and communicated with Heads of Services and budget holders.
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.	Climate and decarbonisation incorporated in to the MTFP & capital programme, subject to affordability. Capital and Treasury Management Strategy reviewed and updated to ensure they consider climate change and the nature emergency.	Well-being Objective 4 / Strategic Priority 3  Climate Change Plan	1 <sup>st</sup> May 2022	31 <sup>st</sup> December 2022	C	The Council's capital programme for 2023/24 has been drafted and will be approved in February 2023. Due to funding constraints it has not been possible to afford new schemes at this stage. However, flexibility remains for there to be additional borrowing in future years if it is affordable. Should this be possible, carbon reduction schemes may be added to the programme at that point, subject to other priorities.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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.	Climate and decarbonisation incorporated in to the MTFP & capital programme, subject to affordability. Capital and Treasury Management Strategy reviewed and updated to ensure they consider climate change and the nature emergency.	Well-being Objective 4 / Strategic Priority 3 Climate Change Plan	1 <sup>st</sup> May 2022	31 <sup>st</sup> December 2022	C	However, despite current funding constraints, it is still possible to undertake borrowing on an invest to save basis and, therefore, carbon reduction schemes are still an option, providing that sufficient savings are generated to cover the capital financing costs.  The costing of the climate change plans for inclusion within the MTFP and revenue budget is in progress
Page 99	Review all investments to ensure they are invested in ethically based funds.	Existing investments reviewed. Ethically based investments reflected in our Capital and Treasury Management Strategy	Well-being Objective 4 / Strategic Priority 3 Climate Change Plan	1 <sup>st</sup> May 2022	31 <sup>st</sup> March 2023	C	The Council has made enquiries regarding existing investments to understand the ethical approaches being taken. In addition, in line with Treasury Management Code requirements, the Council has included its own ESG considerations in its draft Treasury Management Strategy to be approved during February. ESG will, therefore, be a key consideration when undertaking any new investments going forward.
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	1 <sup>st</sup> May 2022	31 <sup>st</sup> December 2022	C	Whilst this is an ongoing action, it has been completed for the initial purpose intended. The Gwent Pension Scheme has a focus on ethical investments and is making progress in this regard.

**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 2 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2024	20%	New customer portal launched online, Customer Services are signposting callers to the new portal
2	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 more efficient freeing up staff to deal with more complex queries.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	20%	No further progress has been made with this due to resources being limited while we focused on the reopening of Face-to-Face services in the central library & museum building
3	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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	0%	We have not managed to identify a suitable use for the corporate automation application (robotics). This is because the things we have identified to progress as part of our digital agenda can be achieved more easily by using our existing software and utilising some additional modules and functionality. This action will be deleted.
4	Continuing Development of the Newport App and My Council Services (MCS) system. Look at opportunities that occur by being part of project and project boards such as Digital strategy and web redevelopment.	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	1 <sup>st</sup> January 2023	31 <sup>st</sup> March 2024	5%	Funding agreed for permanent operational support and 2 year extension to projects. Structure of team and job description review started. Certificate purchased to amend the current MCS form links. This will now show the customer myaccount.newport.gov.uk instead of iweb.itouchvision.com.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	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.	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	1 <sup>st</sup> January 2023	31 <sup>st</sup> March 2024	5%	This will help with a more seamless connection from NCC website to MCS. GDS Portal provided by Abavus (supplier of MCS) for development and testing. This will provide a new style for the customer portal and show a more cohesive link from the website. The style is based on the government design style. Booking system created for re-opening of the Information Zone at the Library.
Page 101	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	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2023	C	All forms standardised. No further actions to be completed as any new forms will now follow the same format.
	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	1 <sup>st</sup> December 2022	31 <sup>st</sup> March 2023	C	A new appointment system has been created and is currently used by Customer Services, Housing Benefit and Planning to meet with residents where necessary.
7	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.	Suggested areas for review - Regulatory Services, HOTH, Allotments, Trees.	WBO 2 / Strategic Priority 6 WBO 4 / Strategic Priority 4 Digital Strategy	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2025	N/A	Action commence reporting in 2023.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
8	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	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Move planning now in place for handover to NCC following building works. Risk assessments & premises Manager to be reviewed.
9	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	1 <sup>st</sup> December 2019	31 <sup>st</sup> March 2024	C	Residents are now able to register and use the self-service council tax functionality.
10	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	1 <sup>st</sup> March 2020	31 <sup>st</sup> March 2023	C	Work to resolve the final technical issues is almost complete and it is envisioned that a 'soft launch' go live date in early autumn is achievable.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
11	Complete a desktop review of the two main Revenues IT systems to assess strengths and weaknesses across a number of review areas. Complete a review of other users experience of each system to augment and inform the above analysis.	A more robust and supported platform solution to deliver council tax, benefits and NNDR services.	Not Applicable	1 <sup>st</sup> November 2021	31 <sup>st</sup> March 2024	15%	This will be a major piece of work and needs to be properly programmed for after the Finance system replacement has been finalised, and the options available can be explored and reported on for a decision on the future ICT provision can be made.



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

**Objective 3 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
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	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022 and on-going	C	<p>The work required to enable the achievement of this action is being undertaken by the Carbon Reduction Team (CRT). The CRT now have a graduate looking at spend profiles and engaging with key strategic suppliers, and the work to develop tools and to work with suppliers to understand their carbon reduction plans has commenced.</p> <p>The modifications to the tender process, and procurement gateway process are now complete, and briefing sessions have taken place with Executive Board, CMT, Service Area DMT's and Newport Managers Network. All the foundations are now laid, and this activity is now business as usual.</p>
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	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022	C	<p>The modifications to the tender process, and procurement gateway process are now complete, and briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport managers Network. All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.10.22 was to get the new system embedded, and all the training undertaken which has now been completed.</p>

Page 104

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	Consider climate change and carbon reduction action at the early stage of the procurement planning process and contract development by: Developing a new tender action timetable template; and Using annual forward work plans to help inform on upcoming tenders.	<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> <li>Tender Action Timetable updated and in use.</li> </ul>	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going	C	The modifications to the tender process, and procurement gateway process are now complete, and briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport managers Network. All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.10.22 was to get the new system embedded, and all the training undertaken which has now been completed. Carbon/Climate considerations are now embedded into the gateway process, and the Carbon reduction Team will sign off this element before the forms go to Board for approval.
4	Implement a social value tool (e.g. National Themes, Outcomes and Measures known as TOMs) that considers climate change/ carbon reduction and community wealth / other community/city benefits to assist with evaluation. Ensure 'procurement process 1 & 2 (quotations and low value tenders) adhere to Contract Standing Orders which ensures	<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	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022	C	The modifications to the tender process, and procurement gateway process are now complete, and the Welsh National TOMs Social value Framework has been used to draw up a core list of measures for NCC that consider, amongst other things, carbon and sustainability. Briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport managers Network.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	local suppliers are always considered where appropriate and contribute to community wealth building.	<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	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022	C	All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.10.22 was to get the new system embedded, and all the training undertaken which has now been completed.
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	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022	C	Training and briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport Managers Network. All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.10.22 was to get the new system embedded, and all the training undertaken which has now been completed.
6	Ensure collaborative contracts include carbon reduction measures and that collaborative contract management includes the ability to capture lifetime data and seek continuous improvements.	Collaborative contracts measures meet with NCC requirements before committing. Arrangements monitored to make sure that carbon reduction measures are in place	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going	C	The modifications to the tender process, and procurement gateway process are now complete, and briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport managers Network. All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.10.22 was to get the new system embedded, and all the training undertaken which has now been completed.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
6	Ensure collaborative contracts include carbon reduction measures and that collaborative contract management includes the ability to capture lifetime data and seek continuous improvements.	Collaborative contracts meet with NCC requirements before committing. Arrangements monitored to make sure that carbon reduction measures are in place	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going	C	Clearly new collaborative contract opportunities will present themselves going forward, and this action was to ensure the basis for considering carbon reduction becomes standard practice for all tendering, collaborative or otherwise.
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	1 <sup>st</sup> June 2022	31 <sup>st</sup> December 2022	C	The modifications to the tender process, and procurement gateway process are now complete, and briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport managers Network. All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.12.22 was to get the new system embedded, and all the training undertaken which has now been completed.
8	Brief potential suppliers on the carbon reduction need for each procurement.	Supplier events or other communication methods set up and taken place to inform suppliers of Carbon Reduction requirements.	WBO 4 / Strategic Priority 3 WBO 4 / Strategic Priority 7 Climate Change Plan Procurement Strategy	1 <sup>st</sup> June 2022	31 <sup>st</sup> October 2022 and on-going	C	The modifications to the tender process, and procurement gateway process are now complete, and briefing sessions have taken place with Exec Board, CMT, Service Area DMT's and more recently Newport managers Network. All the foundations are now laid, and this activity will become business as usual going forward. The completion date of 31.10.22 was to get the new system embedded, and all the training undertaken which has now been completed.

Page 107

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

**Objective 4 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Identify all qualifying households for the WG scheme.	Make payments to all registered households.	Not Applicable	1 <sup>st</sup> April 2022	31 <sup>st</sup> October 2023	C	All households were identified and those paying by direct debit were paid automatically whilst the remainder were contacted and provided with details of how to register for a payment.
2	Design and agree Newport local scheme.	Ensure appropriate households / individuals are targeted to receive support	Not Applicable	1 <sup>st</sup> April 2022	31 <sup>st</sup> October 2023	C	The Newport discretionary cost of living scheme was agreed in September 2022.
3	Identify all qualifying households / individuals for the Newport Local Scheme.	Make payments to all qualifying households / individuals	Not Applicable	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2023	C	Households identified as entitled to a discretionary cost of living payment were issued with information and payments.
4	Pay 'Winter Fuel' benefits in line with qualifying criteria.	Make payments to all qualifying households / individuals.	Not Applicable	1 <sup>st</sup> September 2022	31 <sup>st</sup> March 2023	C	The winter fuel payment scheme has now closed and all households identified as entitled from benefit records were issued with a voucher that could be cashed at any Post Office. A very small number of households have not yet cashed their vouchers, and should the voucher expire the payment will be re-issued in an alternative format.
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: Ratepayers; NCC; VOA. Provide regular updates and impact assessments on the proposed revaluation as information becomes available from October 2022 onwards.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	The revaluation exercise of updating all property records to reflect the new rateable values has been completed and rate payers notified of their new rateable values, bills were issued in March 2023 with any applicable transitional relief awarded.

# Performance Measures

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
<b>(New) Grant claims</b> Percentage of grant claims submitted in line with awarding body deadlines.	Quarterly	No Data	No Data	77%	95%	The percentage shown reflects the total performance for both Quarter 3 and Quarter 4 in 2022/23. Across the period, a total of 114 grant claims were submitted, with 88 of those being submitted on time. Of those that were submitted late, in a number of cases the delay would have been only a small number of days and, in some of those, there may have been agreement with the funding body for a claim to be submitted late. Delays are often caused by delays in receiving information from either the funding body or service contacts. Going forward, relevant parties will be reminded of the need to provide information in a timely fashion and additional planning work will be undertaken to ensure that preparatory work is completed in advance of deadlines.
<b>(New) Budget monitoring - Budget Manager submissions</b> Percentage of monthly forecasts submitted by budget managers.	Monthly	No Data	No Data	67.3%	80%	The percentage shown reflects the cumulative performance throughout the 2022/23 financial year, across the whole Council. The performance is inconsistent across service areas, with a number of services exceeding the target and others performing significantly under the target.

Page 109

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
<b>(New) Budget monitoring - Budget Manager submissions</b> Percentage of monthly forecasts submitted by budget managers.	Monthly	No Data	No Data	67.3%	80%	Going forward, especially in light of revised budget monitoring arrangements for 2023/24, Finance Business Partners will work closely with budget managers (providing training where required) with the aim of increasing compliance. Heads of Service will also need to ensure that their budget managers prioritise the submission of forecasts on a monthly basis.
<b>Increased Council Tax paid by Direct Debit.</b>	Annual	62.4%	65.35%	66.7%	67%	The number of direct debit payers has increased overall, with a large increase early in the year to coincide with the cost-of-living payment scheme. However, as the year has progressed a larger than expected number have subsequently cancelled their direct debits possibly due to the cost of living crisis.
<b>Percentage of Internal Audit Plan completed</b>	Quarterly	78%	71%	77%	80%	Although the target for completion of the IA plan was 80%, 77% of the plan was achieved, which given the reduced resources within the team for the year is a really good outcome. There was sufficient and appropriate audit coverage across most service areas to give assurance on the adequacy of the internal control environment, governance arrangements and risk management processes in place. The number of audit opinions issued within the audit reports delivered is sufficient to enable the Chief Internal Auditor to give an appropriate overall audit opinion in their annual report.



Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
Percentage of Internal Audit Plan completed	Quarterly	78%	71%	77%	80%	Resources were reduced due to vacancies within the team which in part were covered internally and also by an external company but unfortunately, only limited additional resources could be provided.
Percentage Council Tax Collection	Monthly	95.4%	96.1%	96.1%	96%	Not Applicable
Percentage Non-Domestic Rates Collected.	Monthly	94.4%	96.3%	97.8%	96.5%	Not Applicable
Percentage total Council Tax Collected as a percentage of annual budgeted amount.	Monthly	101%	100.53%	100.3%	100%	Not Applicable
Percentage of Council Tax arrears collected	Monthly	25.4%	32.71%	30%	30%	Not Applicable
Percentage of NDDR arrears collected	Annual	22.8%	42.51%	50%	40%	Not Applicable
Number of days to issue a draft report	Quarterly	8 days	5 days	5 days	10 days	Not Applicable
Number of days to issue a final report	Quarterly	3 days	3 days	2 days	5 days	Not Applicable
Percentage agreed management actions implemented within 6 months of receipt of final Internal Audit Report.	Quarterly	71%	80%	91%	90%	Not Applicable
Percentage Payment of Invoices within timescales	Monthly	91.9%	92.61%	90%	90%	Not Applicable
Percentage of customer transaction requests carried out Face to Face	Monthly	29%	0.86% (1,459)	0.6%	30% or less	Not Applicable
Customer Contact Centre average wait time-Council Tax enquiries	Monthly	14 minutes 29 seconds	22 minutes 59 seconds	20 mins 23 secs	25 minutes	Not Applicable
Customer transaction requests made online using MCS	Monthly	Not available	76.5% (320,133)	78.4%	70% or more	Not Applicable
Customer Contact Centre average wait time-main enquiry line.	Monthly	4 minutes 56 seconds	8 minutes 1 second	4 mins 29 secs	5 minutes or less	Not Applicable
Customer Contact Centre average wait time-Welsh enquiry line	Monthly	2 minutes 26 seconds	3 minutes 44 seconds	2 mins 17 secs	5 minutes or less	Not Applicable

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) Average time of processing new housing benefit claims	Monthly	34 days	33.19 days	<b>25.7 days</b>	<b>32 days</b>	The team have been focussed on reducing the time to process housing benefit claims and a number of initiatives have enabled the target to be exceeded.
(New) Average time of processing change events.	Monthly	9.32 days	7.9 days	<b>6.3 days</b>	<b>14 days</b>	The use of some automation in the processing of changes in circumstance for benefit customers as well as removal of some of the covid support schemes has enabled the target to be exceeded.
(New) 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	102.02%	105.4%	<b>115.1%</b>	<b>Min 103%</b>	The team's proactive collection strategy has enabled the target to be exceeded.
(New) The amount of housing benefit overpayments written off during the quarter as a percentage of the total amount of housing benefit overpayments outstanding	Quarterly	0.01%	3.84%	<b>0.49%</b>	<b>2%</b>	Due to the improved collection of housing benefit overpayments a lower than anticipated write of percentage was achieved.
(New) Budget monitoring – Forecast accuracy Percentage variance between January forecast and final outturn	Annual	No Data	No Data	<b>0.1%</b>	<b>0.5%</b>	Not Applicable
(New) Financial Training Satisfaction or better ratings from individuals participating in training provided by Finance service	Quarterly	No Data	No Data	<b>100%</b>	<b>80%</b>	Not Applicable

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <b>Target Date</b> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <b>Target Date</b> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance. Commentary may be provided by service area to support the performance update.

Page 113

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

Page 14

## Abbreviations

Abbreviation	Description
CMT	Corporate Management Team
DMT	Directorate Management Team
MCS	My council Services



# Scrutiny Report

## Performance Scrutiny Committee – Place and Corporate

### Part 1

Date: 24<sup>th</sup> July 2023

### Subject Scrutiny Adviser Report

Author Scrutiny Adviser

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

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

## Section A – Committee Guidance and Recommendations

### Recommendations to the Committee

The Committee is asked to:

#### 1. Committee’s Work Programme:

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

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

#### 2. Action Plan:

Consider the Actions from previous meetings (**Appendix 2**):

- Note the responses for the actions;
- Determine if any further information / action is required;
- Agree to receive an update on outstanding issues at the next meeting.

## 2 Context

### Background

2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective

work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.

- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages ([www.newport.gov.uk/scrutiny](http://www.newport.gov.uk/scrutiny)).
- 2.3 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

#### **Forward Work Programme Update**

- 2.4 The Committee's work programme was set in July 2023, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 Attached as **Appendix 1** is the Committee's Forward Work Programme Update. The Committee is asked to consider:
- *Any amendments to the topics scheduled to be considered at the next Committee meeting?*
  - *Are there any additional invitees that the Committee requires to fully consider the topics?*
  - *Is there any additional information that the Committee would like to request?*

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

#### **Action Sheet from Previous Meetings**

- 2.6 Attached at **Appendix 2** is the action sheet from the previous Committee meetings. The updated completed actions are included in the table.
- 2.7 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

### **3 Information Submitted to the Committee**

- 3.1 The following information is attached:

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

## 4. Suggested Areas of Focus

### Role of the Committee

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

- **Forward Work Programme Update - Appendix 1**

Consider:

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

- **Action Sheet from Previous Meetings - Appendix 2**

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

## Section B – Supporting Information

### 5. Links to Council Policies and Priorities

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

### 6. Wellbeing of Future Generation (Wales) Act

- 6.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.
- 6.2 **General questions**
- How is this area / policy affected by the new legislation?
  - How will this decision / policy / proposal impact upon future generations? What is the long term impact?



- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

### 6.3 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
  - *A prosperous Wales*
  - *A resilient Wales*
  - *A healthier Wales*
  - *A more equal Wales*
  - *A Wales of cohesive communities*
  - *A Wales of vibrant culture and thriving Welsh language*
  - *A globally responsible Wales*

### 6.4 Sustainable Development Principles

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

## 7 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2022-2027](#)

Report Completed: 24<sup>th</sup> July 2023

**Appendix 1**

**Performance Scrutiny Committee – Place and Corporate  
– Forward Work Programme Update**

---

<b>Monday, 11 September 2023 at 4pm</b>		
<b>Topic</b>	<b>Information Required / Committee’s Role</b>	<b>Invitees</b>
<p><b>Replacement Local Development Plan Preferred Strategy</b></p>	<p><b>Pre decision - to receive and comment on the Cabinet draft proposals as part of the Replacement Local Development Plan Process, prior to a decision being taken by Cabinet</b></p> <ul style="list-style-type: none"> <li>• Scrutinising the progress of the Replacement Local Development Plan.</li> <li>• Assessing the proposed preferred scale of housing and employment growth and spatial distribution, i.e. key development sites.</li> </ul>	<p><b>Strategic Director – Environment and Sustainability;</b></p> <p><b>Head of Regeneration and Economic Development</b></p>

<b>Monday, 27 November 2023 at 4pm</b>		
<b>Topic</b>	<b>Information Required / Committee’s Role</b>	<b>Invitees</b>
<p><b>23 - 24 Service Plan Mid-Year Review for:</b></p> <ul style="list-style-type: none"> <li>• <b>Environment and Public Protection</b></li> <li>• <b>Housing and Communities</b></li> <li>• <b>Infrastructure</b></li> </ul>	<p><b>Performance Monitoring - holding the executive to account for the Council’s performance, focusing on:</b></p> <ul style="list-style-type: none"> <li>• Achievement of outcomes and actions within service plans;</li> <li>• Scrutinising progress in improvements to areas of poor performance;</li> <li>• Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives, Actions and Performance Measures.</li> </ul>	<p><b>Strategic Director – Environment and Sustainability</b></p> <p><b>Cabinet Member for Climate Change and Bio-Diversity;</b></p> <p><b>Cabinet Member for Strategic Planning, Regulation and Housing;</b></p> <p><b>Cabinet Member for Infrastructure and Assets;</b></p> <p><b>Head of Environment and Public Protection;</b></p> <p><b>Head of Housing and Communities;</b></p> <p><b>Head of Infrastructure</b></p>

This page is intentionally left blank

**Performance Scrutiny Committee – Place and Corporate**

**ACTION SHEET – 17 April 2023**

	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	<b>Minutes of the previous Meeting held on 23 January 2023</b>	The Committee requested an update on conversations with Registered Social Landlords contributing towards the Community Safety Warden service.	<b>Head of Environment and Public Protection</b>	<b>ONGOING. Information requested on 6<sup>th</sup> June 2023.</b>

**ACTION SHEET – 17 April 2023**

	<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	The Committee <b>noted</b> the information in the End of Year Reviews and made a number of comments to the Cabinet.	<b>Scrutiny Team</b>	<b>ACTIONED – Comments and recommendations from the Committee forwarded on 12th July 2023 to Heads of Service and Cabinet Members.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Environment and Public Protection -</b> Members requested more information about the Maesglas Public Spaces Protection Order (PSPO) and for information to be provided by the Public Protection Manager on the timescale and the progress of the order.	<b>Head of Environment and Public Protection</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>

1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Environment and Public Protection</b> - Members requested for more information about the Improved Compliance Support Framework and how it has been marketed to businesses.	<b>Head of Environment and Public Protection</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Environment and Public Protection</b> - Page 3- Reference 11 – <b><i>“Raise awareness and enforce the minimum energy efficiency standards for rental properties”</i></b> , The Committee requested to know what was the outcome of the other Landlords who were not compliant, how did Rent Smart Wales link in with this and what are the links with other service areas.	<b>Head of Environment and Public Protection</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Infrastructure</b> - Members asked the Head of Infrastructure to specify the completion date for the Digital Bus Signage, which had been ordered but not installed. They requested that the report be amended to reflect the correct completion dates, highlighting that the risk should be categorised as Red rather than Green.	<b>Head of Infrastructure</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Members requested figures for social housing properties brought back into use.	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Page 97, Performance Measure – <b><i>“The percentage of empty private properties brought back into use”</i></b> , Committee requested if they could have data and figures for the social landlord properties.	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>

1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Members requested performance statistics from the Registered Social Landlords (RSL) to be shared with Committee, such as how many properties have been long term unoccupied for 28 days or more.	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Members requested information on the RSL stock, including the proportion of properties available for rent that are considered affordable. They also sought a clear definition of what "affordable" means.	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Members asked for the percentage of people who are on the common housing register in other neighbouring local authorities, such as Torfaen.	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Members requested an update from the Warm Spaces Meeting planned for Thursday 13th July 2023.	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>
1	<b>2022/23 Service Plan End of Year Reviews</b>	<b>Housing and Communities</b> - Members asked for information about the 300% premium increase on rent imposed by some local authorities in Wales. Specifically, they enquired about other authorities that implemented this increase and whether it reduced the number of empty homes. In addition, Members also requested data on local authorities that do not raise council taxes on vacant homes since Newport was one of four authorities with this policy	<b>Head of Housing and Communities</b>	<b>ACTIONED – Information sent to Head of Service on 12<sup>th</sup> July 2023.</b>

1	<b>2022/23 Service Plan End of Year Reviews</b>	Scrutiny Adviser to re-send the RSL briefing report that was discussed at the Performance Scrutiny Committee – People meeting held on 14 <sup>th</sup> March 2023 to the Committee.	<b>Scrutiny Team</b>	<b>COMPLETED – RSL briefing report sent to Committee on 12<sup>th</sup> July 2023.</b>
---	---	---	----------------------	--