

# Agenda



## Delegated Decisions - Leader

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Date: Thursday, 20 July 2023

To: Councillors J Mudd

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### Item

### Wards Affected

1 Performance and Planning Policy 2023-25 (Pages 3 - 24)

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Date of Issue: 12<sup>th</sup> July 2023

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# Report



**Leader of the Council**

**(Cabinet Member for Economic Growth and Strategic Investment)**

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## Part 1

Date: 20 July 2023

**Subject** Performance and Planning Policy 2023-25

**Purpose** To agree the Council's Performance & Planning Policy that will support the delivery of the Council's Corporate Plan and delivery of services.

**Author** Head of People, Policy & Transformation

**Ward** All

**Summary** In November 2022, Newport City Council agreed the delivery of the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer, Greener Newport for Everyone*. To support the delivery of the Corporate Plan and the Council's strategic priorities, it is important to have robust and effective planning and performance arrangements in place.

The Performance & Planning Policy has been updated to reflect the implementation of the Local Government Act 2021 which requires local authorities to self-assess the effectiveness of its governance and performance arrangements. Additionally, the policy reflects the Council's restructure of services, roles and responsibilities and governance arrangements.

**Proposal** For the Cabinet Member to approve the Council's Performance and Planning Policy 2023-25.

**Action by** Head of Service

**Timetable** Immediate

This report was prepared after consultation with:

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

**Signed**

## **Background**

In November 2022, Newport City Council approved the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer and Greener Newport for Everyone*. To successfully deliver the Council's Corporate Plan and its strategic priorities, it is important for everyone involved to understand their contribution and the progress the organisation is making in delivering its objectives. Additionally, it is important for the Council to have good quality data and information to make well-informed decisions, self-assess its performance and deliver continuous improvement.

The Performance & Planning Policy 2023-25, provides an overview of how the Council develops its strategic plans, monitor and report on the delivery of its plans and where necessary take decisions to improve its services. The Policy also supports the Council's Risk Management Policy which will be presented separately later in the financial year.

### **Performance & Planning Policy 2023-25**

The Performance & Planning Policy has been reviewed and updated to reflect the requirements of the Local Government Act 2021, which requires all local authorities to keep under review the extent to which it is fulfilling the 'performance requirements' of the organisation that it is exercising its functions effectively; using its resources economically, efficiently and effectively; and its governance is effective for securing the above. To support this requirement the Policy has been updated to demonstrate how the Council self-assesses its performance through its service plans, strategies and corporate annual report. The policy also reflects the Act's other requirement for the Council to complete a Panel Performance Assessment once every electoral term.

In 2022, the Council restructured its services from eight to eleven and implemented new (officer-level) governance arrangements to oversee the delivery of these services. The Policy has been updated to reflect these governance changes, roles and responsibilities and how the Council monitors and reports on the delivery of its service plans, strategic plans, programmes and projects.

The Policy also reflects the Council's four principles for delivering the Corporate Plan: Fair and Inclusive; Empowering; A Listening Council; and Citizen Focused. These principles will be considered by service areas in monitoring and assessing its performance, demonstrating where it has applied these when taking key decisions.

In drafting the Policy the Council has considered the views of the Council's Executive Board and Corporate Management Team. The Policy was also presented to the Council's Overview Scrutiny Management Committee in April 2023 (see further information below). Following the approval of the Policy, it will be available on the Council's Internet / Intranet in Welsh and English.

Ongoing training and support will be provided to the Council through the Transformation & Intelligence team in People, Policy and Transformation.

### **Financial Summary**

There are no direct financial impacts as a result of implementing this policy.

### **Appendix 1 – Performance & Planning Policy 2023-25**

## Risks

<b>Risk Title / Description</b>	<b>Risk Impact score of Risk if it occurs* (H/M/L)</b>	<b>Risk Probability of risk occurring (H/M/L)</b>	<b>Risk Mitigation Action(s)</b> What is the Council doing or what has it done to avoid the risk or reduce its effect?	<b>Risk Owner</b> Officer(s) responsible for dealing with the risk?
The Council does not comply with the Local Government Act 2021 to self-assess its governance & Performance arrangements.	<b>M</b>	<b>L</b>	Implementation of the Performance & Planning Policy will ensure the Council complies with the Local Government Act.	Head of People, Policy and Transformation.
The Council does not successfully deliver its Corporate Plan.	<b>M</b>	<b>L</b>	Implementation of performance monitoring and reporting arrangements to deliver the Council's Corporate Plan.	Corporate Management Team.

\* Taking account of proposed mitigation measures

### Links to Council Policies and Priorities

Corporate Plan 2022-27

Service Plans 2022-27

All Council strategic plans.

### Options Available and considered

1. To agree the Performance & Planning Policy 2023-25 to support the delivery of the Council's Corporate Plan 2022-27 and strategic priorities.
2. To request further information and reject the approval of the Performance & Planning Policy.

### Preferred Option and Why

For the Cabinet Member to approve the Performance & Planning Policy 2023-25 which will support the delivery of the Council's Corporate Plan 2022-27.

### Comments of Chief Financial Officer

There are no direct financial implications arising from the implementation of the Performance & Planning Policy 2023-25. The activities associated with delivering the policy will be met from within existing budgets and resources.

It is important that the performance and planning cycle sits alongside the annual and medium term financial cycles and that the financial aspects of both performance and planning are a key consideration when determining and reviewing the strategic direction of the organisation, as a whole, and as individual services. For example, as captured within Appendix 1, financial impacts and resource availability should form a key aspect of setting objectives and evaluating performance, as well as ensuring adherence to financial processes and procedures. Finance Business Partners should be working closely with services as they shape their service plans to ensure that all financial considerations are captured.

### Comments of Monitoring Officer

There are no specific legal issues arising from the Report. The proposed Framework will provide an integrated approach to service performance and planning to ensure that the Performance & Planning Policy underpins service delivery, decision-making and the achievement of strategic objectives. The draft

Policy has been considered by the Overview Scrutiny and Management Committee who were content with the report and had no recommendations to make for amendments to the Policy.

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

It is important for the Council to have effective and robust performance and planning arrangements in place to deliver its strategic priorities and contribute towards the Well-being of Future Generations Act and its 5 Ways of Working principles. Everyone in Newport City Council needs to understand how they contribute towards the delivery of the Corporate Plan and to ensure we can deliver best value to its citizens. This Policy is one of several policies which enable the Council to have effective planning, performance and governance arrangements in place. Other policies such as the Risk Management Policy and the People Plan will be reported separately but will ensure a consistent approach is undertaken to deliver a ‘golden thread’ throughout the organisation to deliver its strategic priorities.

### Local issues

None.

### Overview Scrutiny Management Committee

The Performance and Planning Policy was presented to the Council’s [Overview Scrutiny Management Committee](#) on 28<sup>th</sup> April 2023. Overall the Committee was content with the Policy presented and made only one recommendation in relation to the explanation of ‘planning’ to avoid confusion with other Council duties. As a result of this feedback the Policy was updated to be called the ‘Performance and Planning Policy’.

### Fairness and Equality Impact Assessment:





For this report, a full Fairness and Equality Impact Assessment has not been undertaken as it is an internal policy which supports its operational activities.

### Welsh Language Standards:

The final Performance & Planning Policy will be published in Welsh and English on the Council’s website.

### Wellbeing of Future Generation (Wales) Act

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

 <p><b>Long Term</b></p>	<p>This Policy supports the Council’s five year Corporate Plan 2022-27 and other strategic priorities such as its Climate Change Plan. The Performance &amp; Planning Policy considers the Council’s long term commitment to improve its social, cultural, environmental and economic well-being for the people of Newport. The Policy will enable the Council to consistently report and monitor the delivery of these strategic priorities.</p>
 <p><b>Collaboration</b></p>	<p>The development of this policy was delivered in collaboration with the Council’s Executive Board, Corporate Management Team and other key stakeholders in the organisation. Feedback and comments were considered and updated in the Policy. In the implementation of the Policy, the Council will demonstrate how it collaborates internally and externally with partners to deliver its strategic priorities.</p>
 <p><b>Involvement</b></p>	<p>In the development of the Policy, the Council’s Cabinet and Overview Scrutiny Management Committee was involved in providing feedback and recommendations. Additionally, officers were also involved in the development of the Policy. In the delivery of the Policy the Council will consider the requirements of the Local Government Act to demonstrate how it involves its key stakeholders to assess the performance of the Council and ensure it has effective governance arrangements to secure the performance of the Council and deliver best value.</p>
 <p><b>Integration</b></p>	<p>The Policy is integrated with the Well-being of Future Generations Act and the Local Government Act. The Policy also supports the Council’s Corporate Plan, Service Plans, Strategies and Programmes &amp; Projects.</p>



**Prevention**

The purpose of the Policy is to ensure the Council is able to make robust, evidence based decisions using the best available data and information. This will ensure where the Council is making good progress it is able to demonstrate the impact which these decisions have had and where it is under-performing take necessary actions to improve the delivery of services.

## **Consultation**

See Scrutiny comments above.

## **Background Papers**

Corporate Plan 2022-27

**Dated: 20 July 2023**

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**Newport City Council Performance and Planning Policy  
2023-25**

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## Introduction and Background

The purpose of this policy is to encourage a strong planning and performance culture, whereby every individual is aware of their contribution towards the delivery of the Council's Corporate Plan 2022-27 *Ambitious, Fairer and Greener Newport for everyone*.

In the delivery of the Corporate Plan and services, it is important for the organisation to understand how it is progressing in the delivery of its objectives and whether its services are providing best value. It is also important that the organisation can depend upon having good-quality data and information to make well-informed decisions, self-assess its performance and deliver continuous improvement.

The [Well-being of Future Generations \(Wales\) Act 2015](#) requires public bodies including Newport City Council to consider the long-term impact of our decisions. The Act places a legal obligation to improve the social, cultural, environmental and economic well-being of the people Wales. To support the delivery of our objectives and the decisions we make, the Council is required to consider the 5 *Ways of Working* principles.



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The **Local Government Act 2021** requires public bodies such as Newport City Council to keep under review the extent to which it is fulfilling the 'performance requirements' of the organisation, that it is exercising its functions effectively; using its resources economically, efficiently and effectively; and its governance is effective for securing the above. To demonstrate these requirements, Newport City Council is required to produce an annual Self-Assessment and a Panel Performance Assessment once every electoral term. Further information on these areas is outlined below.

### Why have a Performance and Planning Policy?

Planning and performance are intrinsically linked and are key to enable the Council to achieve its mission. In the delivery of the Council's objectives (corporate / service / team / individual) it is important that we are able to translate these into tangible actions and measures which are able to demonstrate how well we are succeeding and their impact on the services, customers (internal / external), communities and other stakeholders that are involved in the Council. Newport City Council has adopted the principles **Plan – Do – Review** to support us in setting and delivering our objectives.



# Plan

An essential foundation of any organisation is planning. Effective planning needs to be undertaken at all levels of the organisation whether it is delivering Corporate Plan Wellbeing Objectives, projects, Service Plan objectives or individual objectives. The **‘Golden Thread’** in the diagram to the right demonstrates the connections between the Council’s Corporate Plan and its service and team plans. Additionally the Council’s Corporate Plan also supports wider regional and national strategies in Gwent and the South East region of Wales.

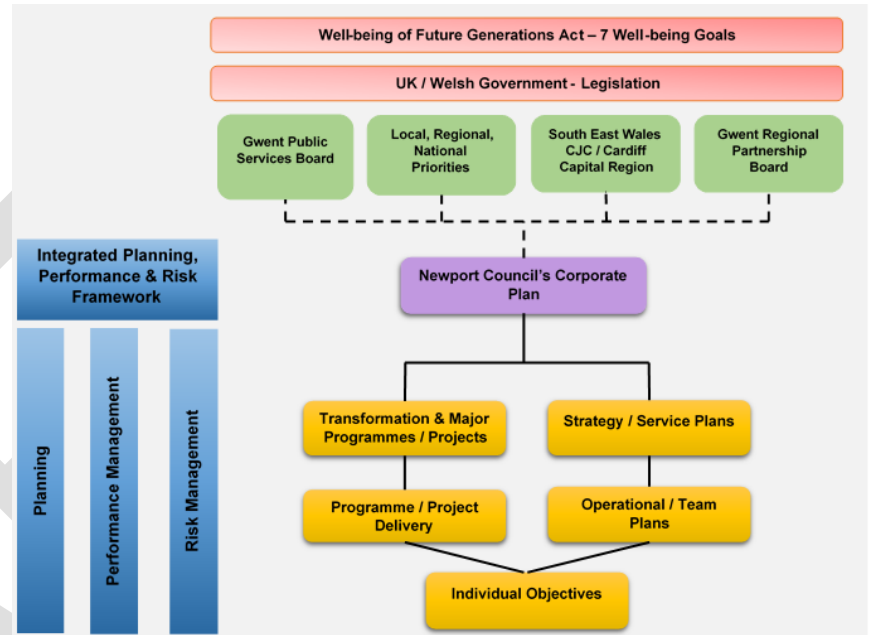
Each Directorate and service area is required to evaluate their performance and consider:

- Where they are now?
- What are the areas for improvement?
- Can our services meet the long term needs of the citizen / stakeholder?

In the setting of the Council’s plans they will be supported by objectives, actions and targets to achieve their desired outcome(s). Below is an overview of how national, regional and local priorities influence our planning and the Council’s key strategic documents to support these.

## National, Regional, Local Strategies / Legislation

There are a wide range of national (UK / Welsh Government), regional and local priorities and strategies which influence and directs the delivery of the Council’s Corporate Plan, Service Plans and other strategic priorities. The below is a summary of the key areas and how they influence and direct our planning priorities.



### Well-being of Future Generations Act – 7 Well-being Goals

Newport City Council has to set its Corporate Plan and strategic priorities considering the [Well-being of Future Generations Act](#) seven Well-being Goals to make sure that all public bodies are working towards the same purpose. The Goals are: A Prosperous Wales / A Resilient Wales / A More Equal Wales / A Healthier Wales / A Wales of Cohesive Communities / A Wales of Vibrant Culture & thriving Welsh Language / A Globally Responsible Wales.

### UK / Welsh Government - Legislation

The UK and Welsh Government will set legislation which public bodies such as Newport City Council have to implement in the delivery of its services. The development and implementation of any legislative requirement will be captured through strategic plans, service plans and risk registers.

### Local, Regional, National Priorities

Across the Council we are involved in many local, regional and national priorities and activities which influence and direct the development and delivery of the Corporate Plan and service plans.

### Gwent Public Services Board

The [Gwent Public Services Board \(PSB\)](#) includes five Gwent local authorities and statutory partners Natural Resources Wales, South Wales Fire & Rescue, and Aneurin Bevan University Health Board. Other public bodies invited include Gwent Police (inc Police & Crime Commissioner for Gwent), Public Health Wales, and University of South Wales. Full list can be found in the link. The Council's Corporate Plan and service plans support the delivery of the Gwent PSB Well-being Plan and Newport's Local Action Plan.

### South East Wales CJC / Cardiff Capital Region

The South East Wales Corporate Joint Committee (CJC) / [Cardiff Capital Region \(CCR\)](#) covers ten local authority areas in South East Wales as per the Local Government & Elections Act 2021. The role of the CJC / CCR is to attract and deliver large scale regional development, regeneration, infrastructure, transport, and planning. The CJC / CCR also oversees the delivery of the Shared Prosperity Fund across the region. The Council's Corporate Plan and strategic priorities contribute towards this work.

### Gwent Regional Partnership Board

The [Gwent Regional Partnership Board](#) consists of the five Gwent local authorities, Aneurin Bevan University Health Board, Torfaen Voluntary Alliance and the Gwent Association of Voluntary Organisation (GAVO). The Board oversees health and social care delivery across Gwent to prioritise and integrate health, children and adult services to support citizens in Gwent. This work links into Social Services delivery and the Corporate Plan.

## Newport City Council Strategic Plans

### Newport City Council's Corporate Plan

To support the national Well-being Goals, every public body in Wales must set and publish its Well-being Objectives to maximise its contribution and carry out the sustainable development principle. The Council has set a five year Corporate Plan 2022-27 focused on four Well-being Objectives. Each Well-being Objective is supported by a number of Strategic Priorities (Steps) which contribute towards their achievement. This Plan will be supported by an annual Well-being Self-Assessment report to monitor and report its delivery.

### Transformation & Major Programmes / Projects

Newport Council is responsible for delivering and supporting many programmes which contribute towards the delivery of the Council's Corporate Plan but also in the improvement of services, assets, regeneration and other activities. These programmes and projects are subject to regular monitoring and reporting through the Council's governance and democratic arrangements.

### Programme / Project Delivery

Programmes and Projects are supported by approved Business Cases and monitored through programme / project arrangements. Programmes and projects will be subject to regular reporting through the Council's governance arrangements.

### Strategy / Service Plans

Service areas may have their own Strategy to monitor and deliver specific (statutory / non-statutory) areas of the Council's business e.g. Climate Change Plan, Strategic Equalities Plan etc. These plans are monitored and reported through their own internal mechanisms as prescribed in their Strategy / Plans.

Each service area in the Council also has a Service Plan which sets its 5 year objectives to support the delivery of the Council's Corporate Plan and improve the delivery of its services. Service plans monitoring and reporting will be outlined in the 'Do' section of this policy. Each service plan is approved through the Council's democratic process and subject to annual reviews / updates.

### Operational / Team Plans

To support the delivery of their services, strategies and continuous improvement teams may also have their own operational and/or team plan. It is at the discretion of the service/ team managers to determine the best approach.

### Individual Objectives

Every officer across the Council is expected to have their own individual objectives which contribute towards the delivery of their service / team plan, improve the delivery of an activity / service and/or their own personal objective(s). The Council's Human Resources team is responsible for this area and supports how officers should set / monitor then delivery of their objectives.

## **Evidence Based Planning and Involvement**

To support the development of the Council's strategic plans and documents, we will use the best available data and information available to help determine and prioritise the Council's work. The information and data used to support our decisions can range from a wide range of sources including (this list is not exhaustive):

- Regional and Local Well-being assessments
- Local statistical and performance data / information
- Other Council and organisational strategies
- Finance and workforce information
- Other public sector, not for profit strategies and data

It is also important that the Council involves and listen to citizens, service users, businesses, staff and other key stakeholders to inform, understand and obtain feedback before setting our strategic priorities and making decisions. The Council will use various approaches to involve as many people and ensure we obtain a wide breadth of feedback which may include:

- Consultation surveys such as questionnaires (Bus wifi / online surveys)
- Consultation events and workshops
- Citizen Panel
- Newport Council Scrutiny and Regulatory Committees
- Service User feedback questionnaires and surveys
- Social media and other forms of feedback.

The feedback received will be reported and considered as part of any democratic report to Council, Cabinet, and/or Cabinet Member(s) through the Council's Fairness and Equality Impact Assessment (including Socio-economic Duty).

## **Financial / Workforce Planning**

The Council's Finance Service is responsible for supporting service areas and managers and to safeguard the resources of the Council. Every year the Council sets its budget and the Medium Term Financial Plan. As part of the service planning cycle, officers need to consider the resources needed to achieve the Council's Well-being Objectives and their service area objectives, their income and cost drivers and comply with the Council's Financial Regulations, Contract Standing Orders, and Procurement Policy to achieve best value.

The Council's Human Resources team is responsible for supporting service areas and managers to develop their workforce plans. The focus is for service areas to plan the workforce capacity and capability (skills / knowledge / culture) which the Council needs to deliver services in the short, medium and long term. These should be aligned to the Council's Corporate Plan, organisational strategies and Directorate / Service Plans.

## DO – How NCC monitors progress against its Plans

To monitor the delivery of the Council's performance against its strategic plans (Corporate Plan, Transformation Plan, Directorate / Service Plans), service areas are required to undertake quarterly monitoring and reporting against their:

- Programmes and projects (Transformation Plan / Service area projects)
- Service Plan Objectives and Actions.
- Performance measures
- Risks (Covered through the Council's Risk Management Policy).

### Management Information (MI) Hub

To enable officers to effectively monitor the progress of their delivery against the Corporate Plan, service plans and other strategic plans (where prescribed), the Council uses the MI Hub (InPhase) for officers to input quarterly updates against their actions and projects.

### Service Plan Project / Action Monitoring

The Council uses Red, Amber, Green (RAG) traffic light system to assess if the action will be completed within the agreed target date. Officers are also expected to provide a percentage (%) completion against their action. To support action and project updates, officers are expected to provide supporting commentary including outcome(s).

RAG Status	Description
Red	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.
Amber	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.
Green	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> ' or has been successfully delivered.

### Performance Measure Monitoring / Tolerances

Performance measures identified in service plans are expected to provide regular updates depending on their frequency of reporting e.g. quarterly, half-yearly, annually etc. Following the implementation of the Local Government Act 2021, national measures for local authorities no longer apply and local authorities are able to set their own performance framework which it will assess its performance against other similar local authorities in Wales. At Newport Council, the Council's Executive Board and Cabinet will agree a set of Key Performance Measures which it will assess its progress against the Corporate Plan and compare with the Welsh average / other similar local authorities in Wales.

At Newport City Council, there are range of measures which either have targets set or are compared against the previous year's performance. At Newport Council the following tolerance is set for all targets to be assessed against using RAG system:

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

## Benchmarking

Where applicable, Newport City Council will also benchmark performance measures with other local authorities in Wales. These will be reported once a year in line with Welsh Local Government Association / national guidance (If available).

## Data Quality and Assessment

At the start of every financial year, service areas shall assess and set their targets ensuring that they follow the SMART principles:

**Specific** – Performance Measure is clearly stated, so anyone reading it can understand it and what it is measuring.

**Measurable** – Performance measures clearly state how they are measured and what data is used to support the calculation of the measure.

**Achievable** – Performance measure targets are set to reasonably stretch performance of the service but also consider the internal and external impacts.

**Relevant** – Performance measures support and demonstrate the delivery of the service plan, corporate plan and other strategic objectives.

**Time Bound** – Performance measures are regularly reported and targets can be achieved within required timescales.

The Council will also require service areas to self-assess the arrangements in place for officers to ensure robust and accurate data is provided when entering data into the Council's MI Hub. Independent reviews by the Council's Internal Audit team will also be considered to ensure service areas have the necessary internal controls and arrangements in place.

## Programme and Project Monitoring

Programmes and projects identified in the Transformation Plan and service area plans should follow standard project management principles such as PRINCE 2, AGILE and other industry standard methodology.

## Individual Performance Monitoring

For individual performance monitoring, officers will use the Council's iTrent 'Check In' system to set objectives and to discuss their performance. The Council's Human Resources team have separate policies and procedures in place that oversee the implementation and delivery of these arrangements.

## Review – How do we Report, assess and adjust our Plans

Everyone in Newport City Council has a responsibility to monitor, review and report against their performance whether this is at Corporate, Service, Team or individual levels. The Council’s Corporate Plan has set out four key principles which it has adopted to support the delivery of the plan and key decision making:

**Fair and inclusive** – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.

**Empowering** – We will work with and support communities, groups, and partners to thrive.

**A listening council** – The views of communities, service users and partners will shape the services we deliver and the places you live in.

**Citizen Focussed** – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values

Newport City Council also has a **People Plan** which sets out the values and expectations of officers to create and embed a fair and inclusive organisation which listens and learns from its successes and where improvements can be made.

### Planning and Performance Monitoring Updates

In the delivery of the Corporate Plan and service plans, officers are required to provide **quarterly updates** throughout the financial year. This includes:

- Programmes and projects (identified in the service plan / Transformation Plan)
- Objectives and Actions (Workforce Development / service area objectives / risk mitigation actions / any other actions required in MI Hub e.g. Climate Change Plan)
- Performance Measures
- Risk Scores.

NCC has adopted the following reporting cycle:

Quarter	Period Covered	Report Recipients
<b>Quarter 1</b>	April to June	Cabinet Member(s) / Executive Board / Directorate Management Boards.
<b>Quarter 2 (Mid-Year Review)</b>	July to September	Cabinet & Cabinet Member(s) / Performance Scrutiny Committees / Executive Board / Directorate Management Team
<b>Quarter 3</b>	October to December	Cabinet Member(s) / Executive Board / Directorate Management Team.
<b>Quarter 4 (End of Year Review)</b>	January to March	Cabinet & Cabinet Member(s) / Performance Scrutiny Committees / Executive Board / Directorate Management Boards



## **NCC Governance and Scrutiny**

The Council's governance arrangements have been structured to support service areas to deliver their objectives effectively and efficiently; to celebrate and champion success; and deliver continuous improvement.

The Council's Executive, Directorate and Programme boards are set up to have effective oversight and escalation points to enable well-informed decision making and to support officers through the process. The Council's Constitution outlines the delegated decision making at democratic and senior officer levels. To support the decision making process, the Council's Governance and Audit Committee and Performance Scrutiny Committees are there to review, challenge and make recommendations prior to the decision making process.

Each of these strategic boards should be championing best practice, celebrating success and challenging under performance.

Roles and responsibilities are outlined in Appendix A of this policy.

To support these reviews the Council has established an officer led approach to scrutinise and assess service area's progress against their service plans.

As identified in the governance diagram above, each level of governance (Executive Board, Directorate Management Board etc) has a role and responsibility to assess, champion and challenge performance. In addition to these arrangements the Council also has officer led reviews such as:

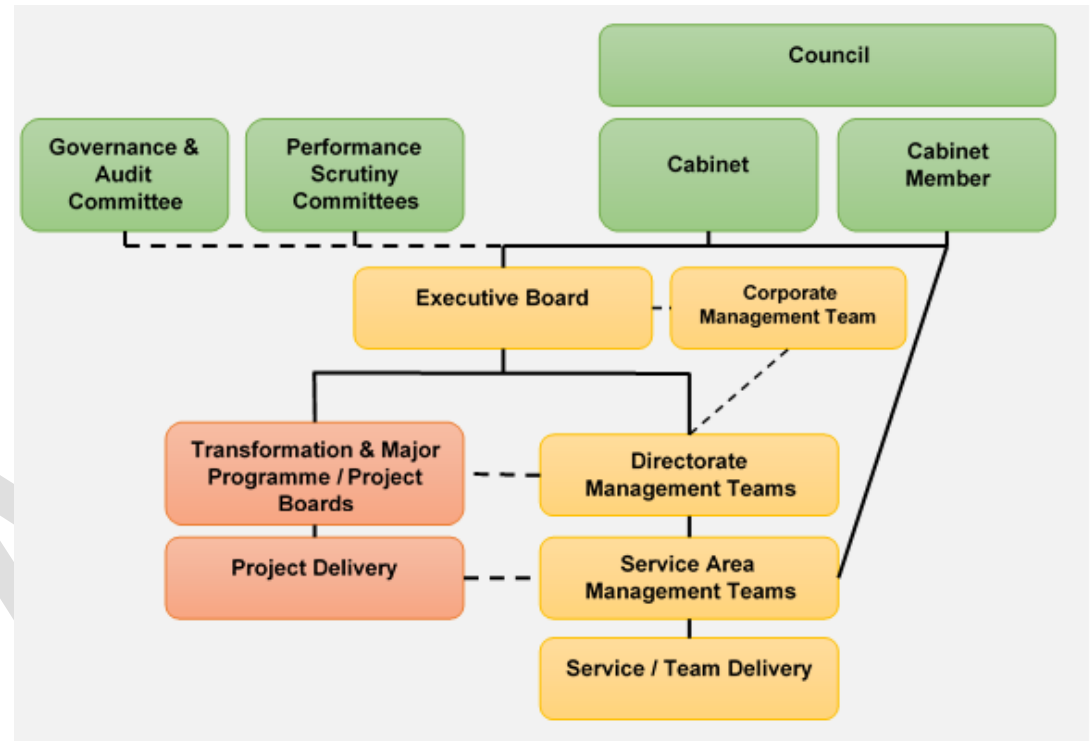
### **Service Area Challenge Reviews**

To support service areas, the Council's Executive Board regularly undertakes Challenge reviews. The purpose of these reviews is to provide an opportunity for Heads of Service and their Management teams to discuss their service area's performance and progress of delivery against their service plans, projects and other strategic priorities.

### **Deep Dive Reviews – Corporate Management Team**

Where there is underperformance with a specific / set of performance measures and/or risks which are not improving, the Strategic Director and/or Head of Service may consider presenting to the Council's Corporate Management Team. The Deep Dive reviews are there to take a wider / organisational view and to collaboratively support and guide service areas to:

- Understand the root cause(s) of underperformance and impact on the service / stakeholders.
- Consider approaches undertaken by other high performing local authorities, public sector organisations and third sectors.



- Consider internal / external opportunities to improve performance and/or consider expected service standards e.g. request additional resources, review processes and procedures, explore alternative arrangements etc.
- Develop an action plan to improve performance and to report back on progress to Corporate Management Team / Directorate Management Boards.

## **Roles and Responsibilities**

The Council's Constitution sets out how planning, performance and risk is managed in Newport City Council. The roles and responsibilities within the council should be clear and transparent in terms of accountability across the whole organisation. Further information on Roles and Responsibilities can be found in Appendix A.

## **Reviewing our Strategic Plans**

The Council's Corporate Plan sets out its strategic priorities over the next 5 years. At the Mid-term point (2024/25) of the Corporate Plan we will evaluate our progress against the Plan and review any emerging opportunities, risks or threats and adjust the Corporate Plan as necessary.

Once a year (Quarter 4), service areas will review and update their service plans considering any emerging opportunities and risks considering the outcome(s) of the Council's budget, Medium Term Financial Plan and any other strategic priorities, new / emerging legislation and other internal / external factors.

## **NCC Key Corporate Performance Reports**

Newport City Council produces and presents several corporate and topic-specific reports to the Council's Cabinet, Scrutiny and Governance & Audit Committee on performance. For topic specific reports e.g. Social Services Director Annual Report, Climate Change Annual Report etc, please refer to the relevant Strategy / Policy. Below are the key Corporate reports produced on the performance of Newport City Council and its respective service areas.

### **NCC Well-being Self-Assessment Report**

As a local authority, the Council is required as part of the Well-being of Future Generations Act to produce an annual report on the progress against its Well-being Objectives and delivery of the Corporate Plan. Additionally, the Local Government Act also requires Newport City Council to produce a report on the effectiveness of its governance and performance arrangements.

NCC produces an Annual Well-being Self-Assessment Report which is presented to Full Council, Cabinet, Scrutiny and Governance & Audit Committee. This report provides a strategic overview on the Council's progress against the Corporate Plan including Transformation Plan and its governance arrangements.

### **NCC Service Area End of Year and Mid-Year Reviews**

During each financial year, service areas present a Mid-Year and End of Year performance review. The purpose of these reports is to provide an update on the progress of delivery against the service area plan which support the Council's Corporate Plan. The reports are presented to the Council's Performance Scrutiny Committees to assess. Heads of Service and their respective Cabinet Member(s) are invited to present the reports and consider feedback and recommendations. These reports also inform the Performance Scrutiny work programmes to review any specific areas of delivery and performance.

## **NCC Panel Performance Assessment**

The Local Government Act requires local authorities once per election term to undertake an independent Panel Performance Assessment on the Governance and Performance arrangements. The purpose of these assessments is to provide independent assurance that the Council has effective and efficient arrangements in place to secure best value and ensure it can deliver its strategic priorities.

The timing and delivery of the Panel Performance Assessment will be set by the Council. Arrangements on the Council's approach will be presented separately to this Policy.

## **Other Corporate / Directorate / Service Specific Performance Reports**

Newport City Council will also publish other annual performance reports which support:

- Delivery of specific strategies and/or corporate functions e.g. Climate Change Plan, Safeguarding, Finance, Information Risk Report.
- Requirements of specific legislative requirements e.g. Equalities Annual Report, Welsh Language Report, Social Services Director Report.
- Any other service and/or activity report as required e.g Internal Audit Annual Report / quarterly progress monitoring report.

It is the responsibility of the directorate / service area to ensure effective performance monitoring arrangements are in place to support these reports.

## Appendix A – Roles and Responsibilities

Role	Planning Responsibility	Performance Responsibility
<b>Council</b>	<ul style="list-style-type: none"> <li>• Approving the strategies and plans included in the Policy Framework. Includes:</li> <li>• Public Services Board Well-being Plan</li> <li>• Newport City Council's Corporate Plan.</li> <li>• Other strategic plans / documents as prescribed.</li> <li>• Approval of the Council's budget and final accounts.</li> </ul>	<ul style="list-style-type: none"> <li>• Receipt and approval of the Council's annual Well-being Self-Assessment report.</li> </ul>
<b>Cabinet</b>	<p>To agree organisational strategies and policies including:</p> <ul style="list-style-type: none"> <li>• Corporate Plan.</li> <li>• Public Services Board's Well-being Plan.</li> <li>• Any other organisational / strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree the Council's planning and performance framework and supporting policies.</li> <li>• Receive regular performance monitoring reports on the Council's performance and progress against the Corporate Plan.</li> <li>• To monitor any action taken in relation to the improvement of performance.</li> <li>• Consider the observations, comments and recommendations of the Council's Performance Scrutiny Committees and Governance and Audit Committee.</li> </ul>
<b>Cabinet Member(s)</b>	<ul style="list-style-type: none"> <li>• Approving any policy or policy documents relating to their portfolio.</li> <li>• Approving service area plans included within their portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the performance of their service area plans including finance, performance measures and risk management.</li> <li>• Challenge and seek assurance / action on areas of underperformance.</li> <li>• Promote and champion good performance within their portfolio.</li> <li>• Oversight of progress of Internal Audit and External Regulator reports.</li> </ul>
<b>Performance Scrutiny Management Committees</b>	<ul style="list-style-type: none"> <li>• Consultation and contribution on corporate strategies, plans including the Corporate Plan, Annual Report and Director of Social Services Annual Report.</li> </ul>	<ul style="list-style-type: none"> <li>• To hold the Council's Cabinet to account.</li> <li>• Monitor the performance and success of services and outcomes of policies.</li> <li>• Co-ordinate the programme for the Performance Scrutiny Committees and implementation of the work programme.</li> </ul>
<b>Governance and Audit Committee</b>	<ul style="list-style-type: none"> <li>• Contribute towards the Public Services Board (PSB) Wellbeing Plan by way of pre-decision scrutiny.</li> <li>• Approve the Council's Internal Audit Annual Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the Council's Annual Well-being Self-Assessment Report.</li> <li>• Reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority.</li> </ul>
<b>Executive Board</b>	<ul style="list-style-type: none"> <li>• Approve the Council's Corporate Plan prior to Cabinet / Council approval</li> <li>• Approve Council strategies and policies identified in the Council's Policy Framework before Cabinet / Council approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring the performance of Directorate(s) and service area(s) Plans championing good performance and challenging under-performance.</li> <li>• Monitoring organisational finance, and human resources performance.</li> </ul>

Role	Planning Responsibility	Performance Responsibility
<b>Transformation and Major Programme &amp; Project Boards</b>	<ul style="list-style-type: none"> <li>Review and recommend Transformation programmes / projects business cases for Executive Board approval.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the performance of the Council's Transformation Plan receiving regular reports.</li> <li>Monitor the performance of Transformation Programmes and projects ensuring they are delivered on time, scope and budget.</li> <li>Escalate (within agreed project parameters) decisions to Executive Board relating to programme / project delivery.</li> </ul>
<b>Directorate Management Team</b>	<ul style="list-style-type: none"> <li>Review and agree service plans.</li> <li>Review and agree service area project business cases (not including Transformation Plan).</li> <li>Review organisational / Directorate Strategies / Policies identified in the Council's Policy Framework and/or service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring the performance of service area(s) plans, championing good performance and challenging under-performance.</li> <li>Monitoring organisational finance, and Human Resources performance.</li> <li>Receive 6 monthly performance overview of partnership / Arm's Length Body arrangements</li> </ul>
<b>Corporate Management Team</b>	<ul style="list-style-type: none"> <li>Overview of Corporate / Service Planning arrangements and delivery.</li> <li>Review and scrutinise strategic planning development and policy.</li> </ul>	<ul style="list-style-type: none"> <li>Review and scrutinise corporate policy development including performance and risk.</li> <li>Overview of Corporate / Service performance arrangements and delivery.</li> <li>Deep Dive reviews of performance measures.</li> </ul>
<b>Service Area Management team</b>	<ul style="list-style-type: none"> <li>Develop and deliver service area plans.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver and report progress against service plan objectives, actions, projects, performance measures.</li> <li>Report and scrutinise performance championing good performance and challenging underperformance.</li> <li>Hold officers to account for service performance.</li> <li>Monitoring and reporting of other corporate performance e.g. Finance, HR, project.</li> </ul>
<b>Chief Executive</b>	<ul style="list-style-type: none"> <li>Oversight of the Council's strategic / financial planning arrangements.</li> <li>Oversight of the Council's Transformation Plan and other strategic Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight and hold to account organisational performance against strategic plans and other corporate priorities.</li> <li>Determine methods of monitoring and activities to performance management of staff.</li> <li>Champion and promote good performance and challenge underperformance.</li> </ul>
<b>Strategic Directors</b>	<ul style="list-style-type: none"> <li>To deliver the framework for service plans as directed by the Chief Executive.</li> <li>Agreeing service area programmes and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight of Directorate and service area performance.</li> <li>Holding Heads of Service to account on performance and progress against strategic plans and other corporate priorities.</li> <li>Strategic Director of People to report annually (Social Services Annual Report) on the performance against Social Services Well-being Act.</li> </ul>
<b>Heads of Service</b>	<ul style="list-style-type: none"> <li>Directing and oversight over the setting service plan objectives and actions for their service area.</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for performance and achievement of planned objectives / actions in their service area.</li> </ul>

Role	Planning Responsibility	Performance Responsibility
	<ul style="list-style-type: none"> <li>• Agreeing performance measures that support the delivery of their service plan objectives.</li> <li>• Agreeing and oversight of risks that prevent the delivery of the service plan and corporate objectives.</li> <li>• Setting Programme and project business cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for keeping Directors and relevant Cabinet Members up-to-date with performance matters.</li> <li>• Sharing success stories and sharing best practice with others.</li> <li>• Responsible for addressing poor performance and mitigating negative outcomes.</li> <li>• Oversight in the performance and delivery of service area programmes and projects.</li> </ul>
<b>Service Managers</b>	<ul style="list-style-type: none"> <li>• Supporting Heads of Service in the setting of service plan objectives and actions.</li> <li>• Identifying performance measures and targets that are aligned to delivery of service plan and corporate objectives.</li> <li>• Set team plans and actions aligned to service plan objectives.</li> <li>• Set resources (Financial / Human) to support the delivery of the Corporate Plan and service plan objectives.</li> <li>• Draft and develop programme and project business cases</li> </ul>	<ul style="list-style-type: none"> <li>• Providing regular updates on the progress of delivery against service plan objectives / actions, performance measures, and projects</li> <li>• Oversee and deliver programmes and projects in their service / teams.</li> <li>• To raise areas of poor performance and implementing mitigating actions to improve performance.</li> <li>• Share success stories and areas of good performance in teams.</li> <li>• Ensure financial and non-financial resources are able to support the delivery of the service plans and Corporate Plan objectives.</li> </ul>
<b>All Employees</b>	<ul style="list-style-type: none"> <li>• Set objectives that support the delivery of Service / Team objectives.</li> <li>• Understand and contribute towards the objectives and actions set in the Corporate Plan, service plans and other strategic plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly monitor performance against objectives and actions through i-Trent check ins.</li> <li>• Support and provide information to service / team managers on delivery actions set in service / team plans.</li> <li>• Where applicable ensure performance data is accurately produced and submitted in a timely manner.</li> <li>• Support the delivery of actions identified through internal / external reviews of service area performance.</li> </ul>
<b>Performance &amp; Research Business Partner</b>	<ul style="list-style-type: none"> <li>• Support Executive Board / Corporate Management Team in the development of the Corporate Plan and service plans.</li> <li>• Development and implementation of necessary policies and procedures that support the Planning, Performance and Risk Management policies.</li> <li>• Where applicable, support external regulatory reviews e.g. Audit Wales, Care Inspectorate Wales and/or Estyn.</li> <li>• Provide advice, guidance and where applicable support planning, performance and risk.</li> <li>• Support Newport Intelligence Hub in the maintenance and administration of the performance management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and prepare service area's quarterly update of their performance.</li> <li>• Support and draft the Council's annual review of performance against the delivery of the Corporate Plan including action plans</li> <li>• Support and monitor the delivery of performance against external regulatory reviews.</li> <li>• Ensure mechanisms are effective in providing accurate and timely performance measures.</li> <li>• Promote and champion best practice for good performance management arrangements.</li> <li>• Ensure corporate arrangements in place to quality assure performance measures.</li> </ul>

Role	Planning Responsibility	Performance Responsibility
<b>Internal Audit</b>	<ul style="list-style-type: none"> <li>• Provide independent, objective assurance and consulting activity that helps the Council to accomplish its objectives to evaluate and improve the effectiveness of risk management, control and governance processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the monitoring of recommendations and actions from regulatory reviews.</li> <li>• Provide independent assurance on the effectiveness of the Council's internal control environment, governance arrangements and risk management processes</li> </ul>
<b>Audit Wales (External Audit)</b>	<ul style="list-style-type: none"> <li>• To provide objective assurance and consulting to support the Council in the delivery of its objectives</li> <li>• Provide assurance on how the Council manages and spend public money on the delivery of services and the Council's Corporate Plan.</li> <li>• Provide assurance that the Council is delivering services in accordance with statutory legislation and regulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Assurance over the financial reporting and use of resources.</li> <li>• Risk based performance audits on the delivery of services and compliance with legislation / regulation.</li> <li>• Regulatory reviews of statutory functions and services to ensure compliance with legislation and regulation.</li> <li>• Follow up of recommendations / proposals for improvement of the Council's performance.</li> </ul>
<b>External Regulators (Care Inspectorate Wales / Estyn)</b>	<ul style="list-style-type: none"> <li>• Assurance that the Council has effective strategic planning and operational arrangements to deliver its statutory duties.</li> <li>• Promote and support schools and other educational establishments to have effective strategic plans which support the Council's Corporate Plan and delivery its statutory duties.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory reviews of the effectiveness and efficiency of statutory services / functions.</li> <li>• Ensure compliance with legislative and regulatory requirements.</li> <li>• Follow up recommendations and proposals for improvement in the performance of Council's services / functions.</li> </ul>

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