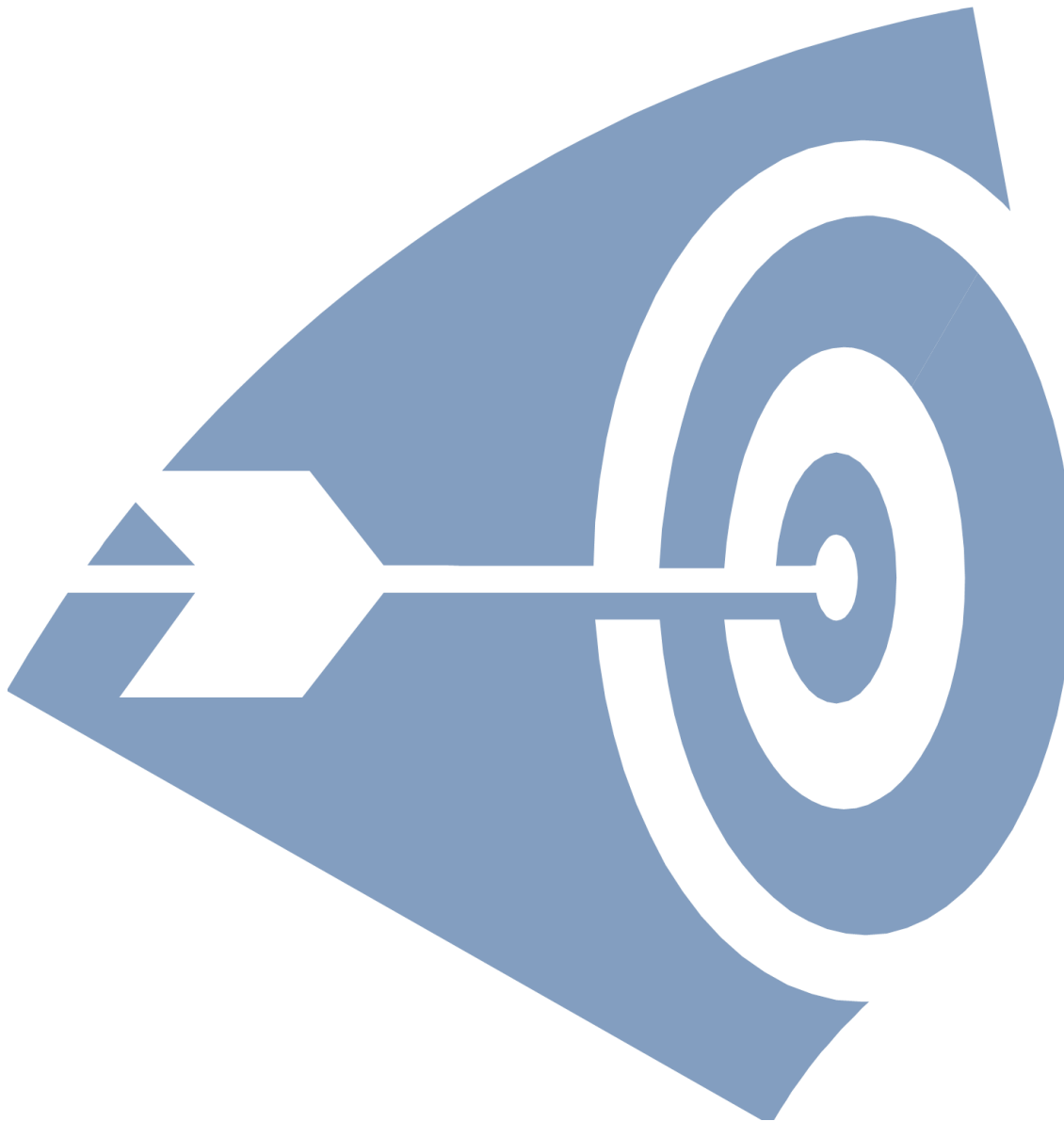# Performance Management Strategy

2017

Business Improvement & Performance Team

Contents

Foreword by the Leader of the Council and the Chief Executive

Every employee of Newport City Council demonstrates a real commitment to improving the lives of the people who live in the city. To ensure that this enthusiasm and dedication is focused in the right places, we set priorities through our Corporate Plan which outlines our vision and what we want to accomplish over the next five years.

Our Corporate Plan is based on what is important to the public through consultation and engagement, as well as the wellbeing assessment which analyses our population and the demographics within it. This allows us to predict where the most resources and services will be needed.

Like many other local authorities across Wales, our council is facing many challenges including a growing population, increased pressure on services and budget reductions. This requires a new approach to how we deliver our services. Our Corporate Plan for 2017-2022 encourages more innovative thinking to ensure that high quality services continue to be provided to the people of Newport and that we build on our successes to build a better Newport.

Cllr Debbie Wilcox | Leader of Newport City Council

Our performance management strategy aims to support the delivery of the priorities set out in the Corporate Plan and to drive a performance culture where everybody understands their role in delivering our mission of Improving People's Lives. Performance management enables the council to plan what it wants to achieve, how it will get there and to review progress to ensure we are meeting those objectives.

This strategy sets out how we plan to maximise performance to deliver continuous improvement. This requires robust challenge and accountability within our planning, monitoring and reporting frameworks which are outlined in this document. The principles of the Well-being of Future Generations Act (Wales) 2015 are embedded within this strategy and in our planning and monitoring frameworks to ensure we consider the short, medium and long term needs of the residents and communities of Newport.

We all have a role to play in Improving People's Lives and by continuing to remember that this is our mission we will ensure that we deliver high quality services that benefit the community we serve.
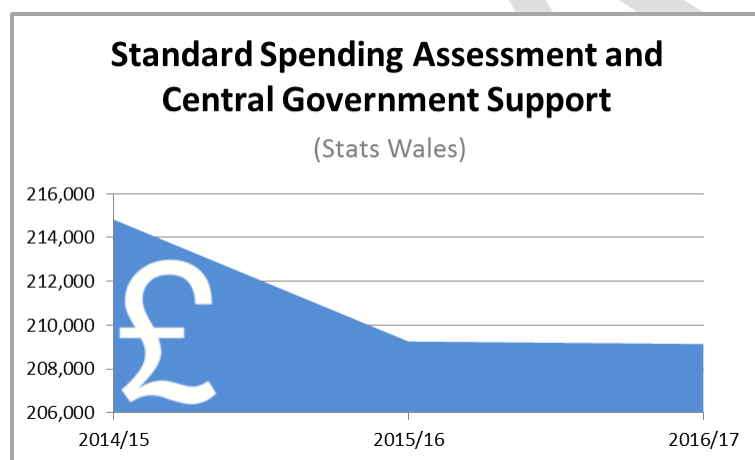
Will Godfrey | Chief Executive

Introduction and background

This strategy aims to embed a strong performance culture where everyone is aware of their contribution to the council's vision - *Improving People's Lives.* We intend to build on current success, and create an outcome focussed organisation that is committed to improving the social, economic, environmental and cultural well-being of Newport.

Newport City Council provides services to an estimated 150,679 citizens (Community Wellbeing Profile); this is expected to increase to 156,084 by 2021 and 170,941 by 2036.
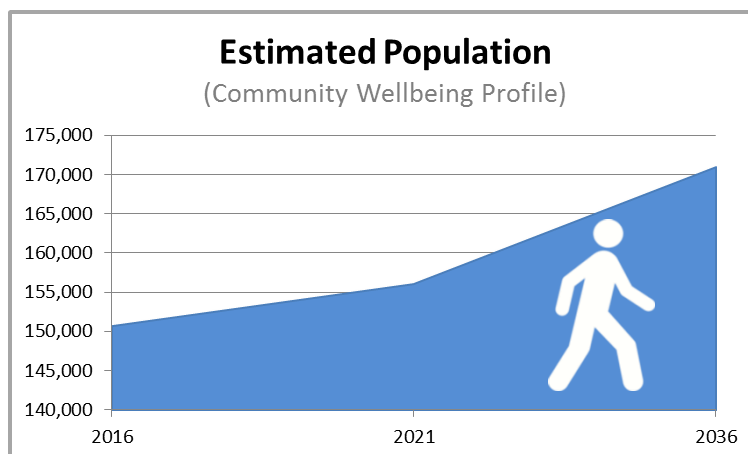
This strategy has been produced at a time of significant financial challenge within the public sector, the workforce and budgets must be carefully planned and managed to ensure that the council continues to deliver services to citizens and communities.

Estimated Population
(Community Wellbeing Profile)

Standard Spending Assessment and Central Government Support
(Stats Wales)

It is also a time of on-going political and legislative changes; it is through risk management and well-thought out strategic planning that the work of the Council will continue to provide improved outcomes for citizens and communities. The Council also strives to ensure compliance with current legislation and any changes that may occur, in order to do this the Council works closely with external regulators.

Local authorities are responsible for delivering a wide range of services which are subject to many and varying pieces of legislation. The most notable change in 2016 was the introduction of the all-encompassing Well-being of Future Generations (Wales) Act 2015 that affects all aspects of the Council's planning and delivery of services as well as
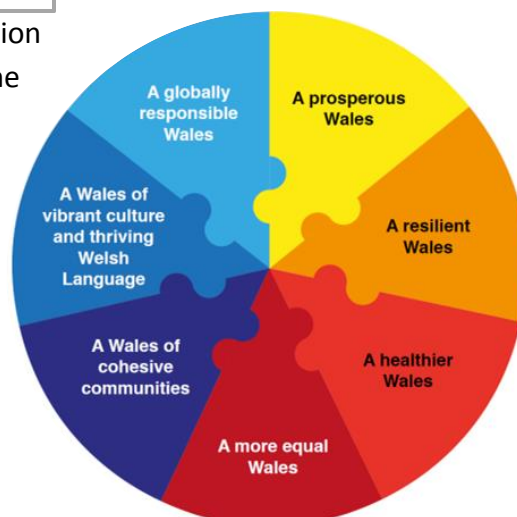
decision making. The Act aims to give future generations a good quality of life in spite of the challenges that public bodies face now and in the future. It provides a sustainable development principle for local authorities to embed into the way they work. The Council has identified its own wellbeing objectives which if achieved will maximise our contribution to the well-being goals for Wales.
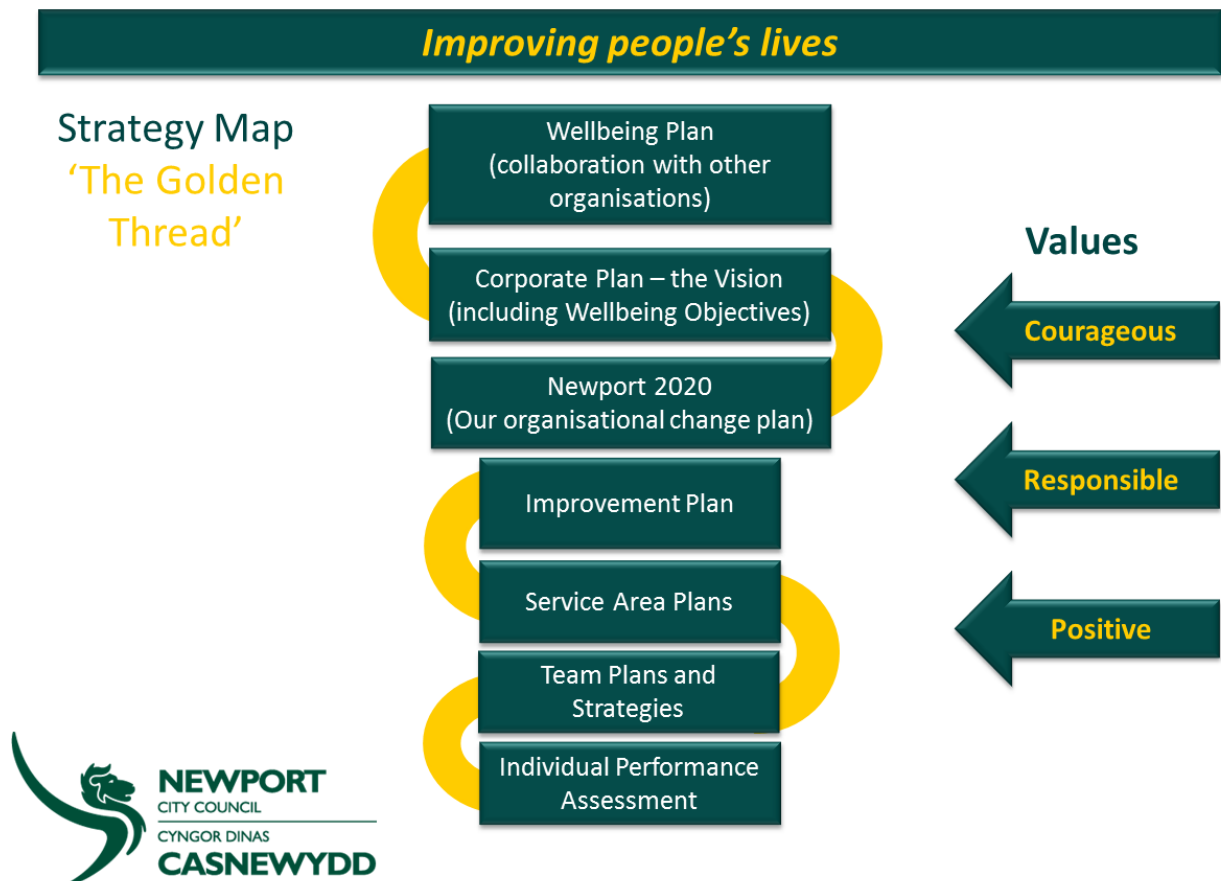
The strategic plans of the Council and how they fit together is set out in the strategic planning map often referred to as the 'golden thread'. The Wellbeing Objectives are embedded into the Corporate Plan which sets out the council's vision - *'Improving Peoples Lives'*. The Corporate Plan is delivered by actions that are planned and monitored in the strategic planning process.   A fully integrated planning framework means that the actions carried out by individuals contribute to the Council's overall achievement of its vision and wellbeing objectives.

To capture a snap shot of the wide range of services delivered by Councils, the Welsh Local Government Association (WLGA) has brought together key performance indicators to give an overview of the performance of local authorities - Public Accountability Measures (PAMs). The PAMs have been reviewed by the WLGA and, following consultation with local authorities, new guidance has been issued for 2017/18 and these measures have also been aligned to the wellbeing goals. 2016 also saw the Social Services and Wellbeing (Wales) Act

2014 come into force and the introduction of a newly defined set of measures to enable better comparison between authorities and reinforce strategic planning to enable targeted resources and improvement activity.

This strategy is relevant to;

- All employees of the Council who each contribute to delivering the Council's vision through their day-to-day activities.
- All Members and managers who are responsible for assessing the Council's progress against planned objectives.

This strategy links to the Council's performance management framework for employees which sets out how the Council will manage the performance of the workforce.

How we will ensure effective performance management of our workforce

The Council's performance management framework for employees focuses on the contribution that individuals give in their operational roles in the short term, and whether their activity makes a difference to *Improving People's Lives*.

Previous delivery of performance management has been through the Councils' 'My Review' process which centred on an annual appraisal of objectives set over a 12 month period. The Council now aspires to embed a continuous improvement model of performance management that does not focus on historic objectives, particularly given the frequency of change in the organisation, and instead focuses on individual contribution to service delivery in the immediate future.

The key deliverables for Newport City Council to achieve a transformation of the way performance management is delivered are:

- Implementing 360 degree feedback throughout the organisation in a simple way
- Transforming from a manual word document to a digital platform
- Reducing the administrative resourcing demands that the My Review process generated
- User friendly system to encourage greater ease of use and buy-in
- The ability to implement timescales and have workflow generated to remind employees of actions or objectives that they had committed to delivering
- The ability to generate data and report on the full range of performance management deliverables

Moving from a paper based process to an online platform that can be accessed from any device at any time significantly moves our performance management system towards the modern and enabled function that it should aspire to be.

What is performance management?

Performance management is the process by which the Council defines its objectives, sets out how it will achieve those objectives, reviews progress and revises its processes to improve future outcomes. The industry recognised principle of 'Plan – Do – Review – Revise' summarises the principles of performance management
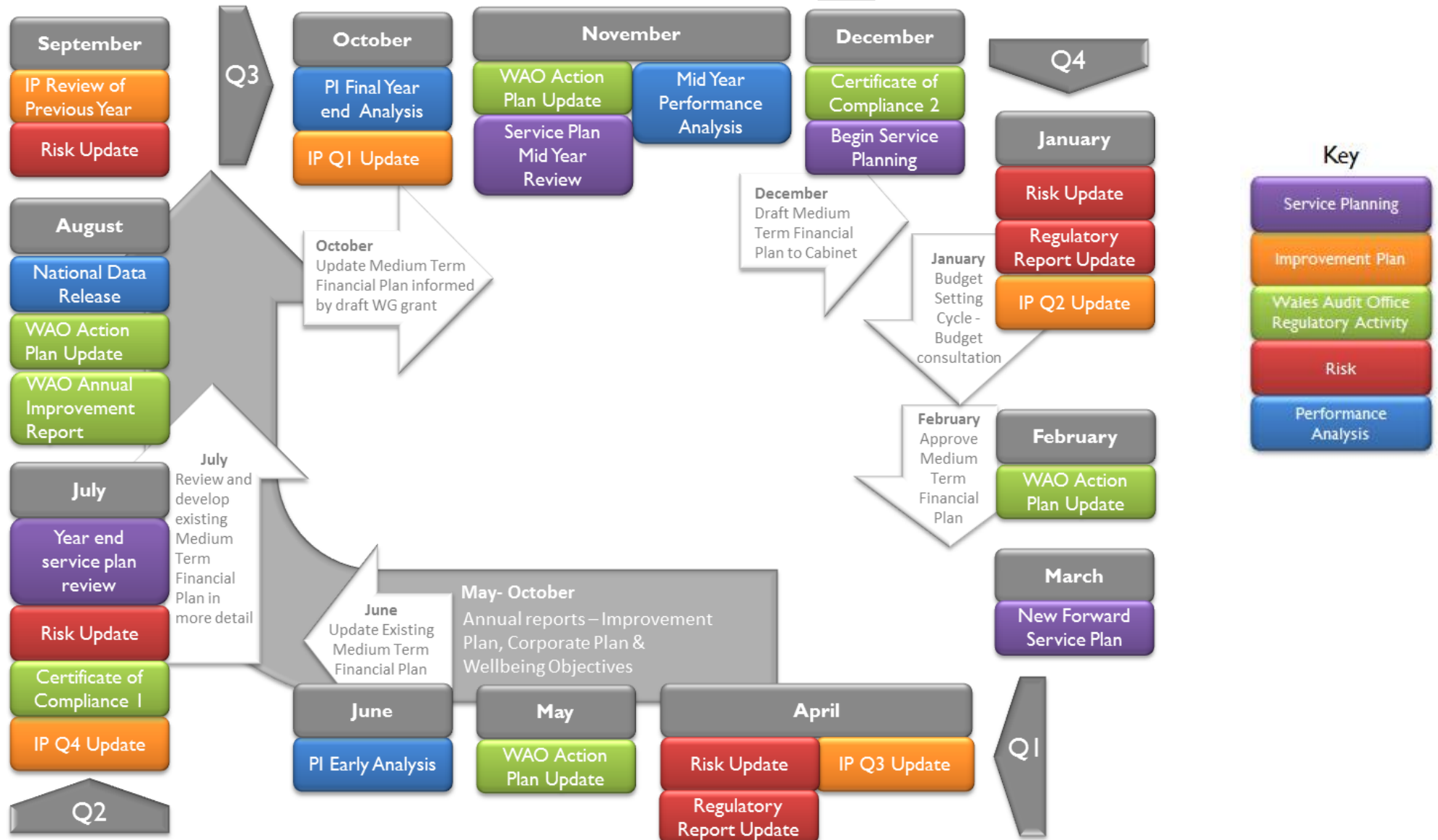

By having a performance management framework in place, the Council can focus on the better use of its resources and meeting desired goals and objectives to achieve its vision.

The reporting that is produced to present progress made to managers, Members and the public is summarised in the performance management cycle diagram.

Performance management cycle

Performance management is cyclical and subject to review and revision of templates and processes to suit the organisations needs as well as the changing political, legislative and financial environment.

September
- IP Review of Previous Year
- Risk Update

Q3

October
- PI Final Year end Analysis
- IP Q1 Update

November
- WAO Action Plan Update
- Mid Year Performance Analysis
- Service Plan Mid Year Review

December
- Certificate of Compliance 2
- Begin Service Planning

Q4

January
- Risk Update
- Regulatory Report Update
- IP Q2 Update

August
- National Data Release
- WAO Action Plan Update
- WAO Annual Improvement Report

October
Update Medium Term Financial Plan informed by draft WG grant

December
Draft Medium Term Financial Plan to Cabinet

January
Budget Setting Cycle - Budget consultation

Key
- Service Planning
- Improvement Plan
- Wales Audit Office Regulatory Activity
- Risk
- Performance Analysis

July
Review and develop existing Medium Term Financial Plan in more detail

February
Approve Medium Term Financial Plan

February
- WAO Action Plan Update

July
- Year end service plan review
- Risk Update
- Certificate of Compliance 1
- IP Q4 Update

Q2

June
Update Existing Medium Term Financial Plan

May- October
Annual reports – Improvement Plan, Corporate Plan & Wellbeing Objectives

March
- New Forward Service Plan

June
- PI Early Analysis

May
- WAO Action Plan Update

April
- Risk Update
- IP Q3 Update
- Regulatory Report Update

Q1

8

What does effective performance management look like?

The aim of this strategy is to embed a performance culture where everyone is aware of their contribution to the Council's vision - *Improving People's Lives.* To create an outcome focussed organisation with a strong performance management culture that is committed to improving the social, economic, environmental and cultural well-being of Newport. The following diagram summarises the key characteristics of effective performance management.

Performance Management encompasses a wide range of activities;

- Driving a performance culture
- Challenge and assurance
- Strategic planning
- Data quality

- Risk management (Corporate Risk Register)
- Wales Audit Office liaison
- Support to service areas during Wales Audit Office Reviews
- Monitoring of regulatory reports
- Management and analysis of performance data
- Implementation and development of software to meet the performance management needs of the organisation and integrating information.

Developing processes will help to drive a change in culture within the Council to focus on the vision and values through integrated strategic planning which drives the behaviours of the organisation.

How will we do it?

There are many different elements that contribute to effective performance management arrangements, if the processes are understood and adopted by everyone who works for the Council then a culture of performance where everyone is working towards the same goal will become embedded. The areas that we have chosen to focus on are summarised here and further detail is included below;

1.   Embedding a performance culture

Everyone in the Council has responsibility for performance management - it is important to ensure that everyone understands how they contribute to the vision to *Improve People's Lives*.
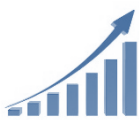
2.   Maximising the Council's performance

To improve performance while considering the resources required in conjunction with sustainability of maximum performance levels.

3.   Clear roles and accountability

Ensuring that roles and accountability in the performance management framework are clearly defined and communicated.

4.   Improving data quality

Reviewing and revising the data quality process to ensure robust data for decision making.

5.   Open communication of goals and achievements

The transparent communication of information to all stakeholders, sharing of good practice and assimilating feedback.

6.   Development of the software to maximise its value

Planning system development to meet the Council's needs by maximising the resources available and developing expertise.

1. Embedding a performance culture

Everyone in the council has responsibility for performance management - it is important to ensure that everyone understands how they contribute to the vision to *Improve People's Lives*.

Performance data should be considered as part of a holistic approach to decision making and assessment of success.

Effective performance management enables all the service areas of the Council to plan and evidence their contribution to the delivery of the Council's vision - *Improving People's Lives* – and to embed the Council's values

- **Courageous**
  New business management system implemented to report performance and continues to be developed to maximise its value to the Council. Data is easy to access by all staff and managers and information provided is easy to understand at a glance. Staff and managers should openly discuss and challenge performance across the council.
- **Positive**
  Performance management enables the Council to monitor the positive impact it is making on areas identified for improvement and the outcomes it delivers for citizens and communities. All staff and managers should understand how they contribute to performance indicators and how we are compared to other local authorities. The Council can only maximise its performance if everyone is motivated to work towards achieving their own objectives.
- **Responsible**
  The Council is responsible for maximising its performance within the resources available to provide the public with positive outcomes and value for money. Internally it is important that each planned activity has a responsible person who will drive the achievement of each objective.

Expectations of service areas:
- To ensure all staff are aware of the vision, values, strategic plans and the performance indicators that they contribute to.
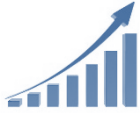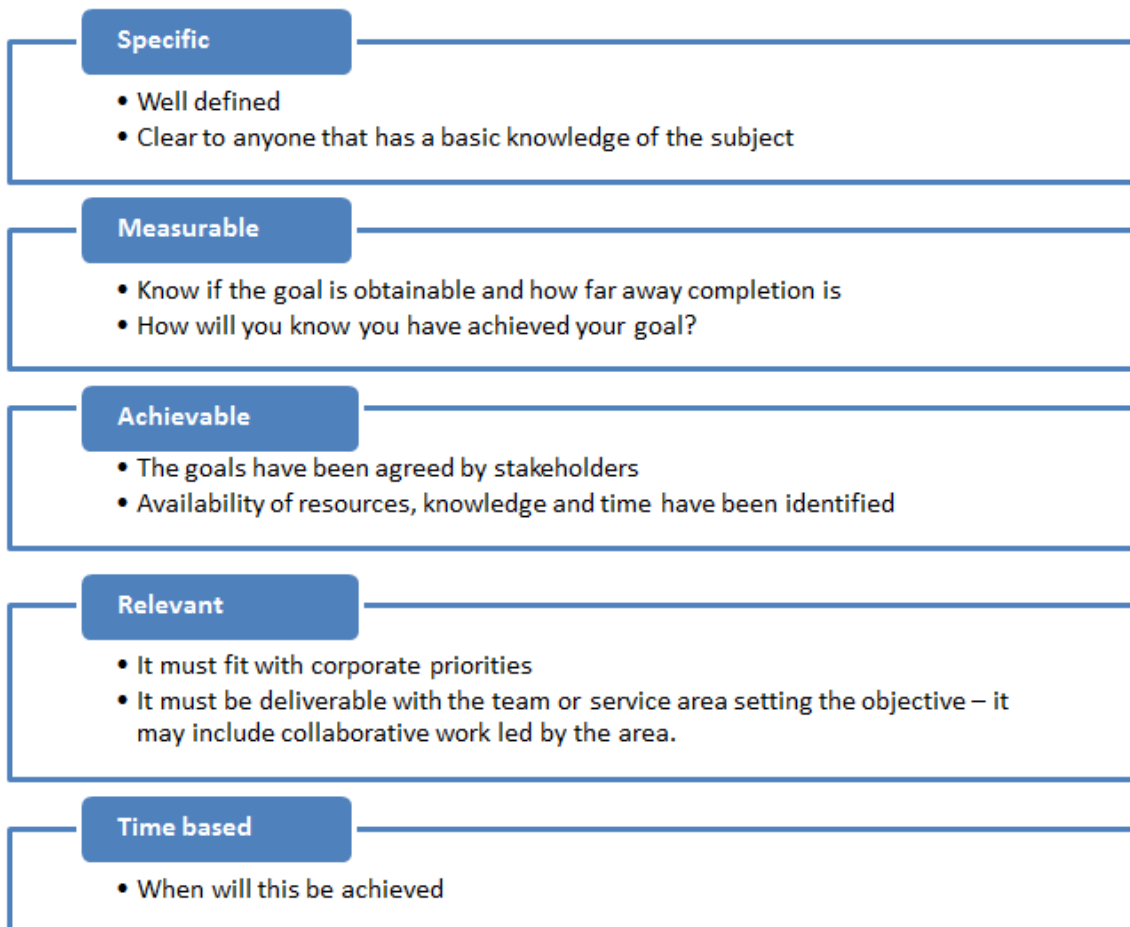
2.   Maximising the Council's performance

To improve performance while considering the resources required in conjunction with sustainability of maximum performance levels.

Service planning is integral to the delivery of the Council's overarching strategies and vision. A holistic approach is taken which includes information about resources as well as objectives and performance indicators.

Objectives provide a goal to work towards and should be set using the concepts of SMART goals;

Specific
- Well defined
- Clear to anyone that has a basic knowledge of the subject

Measurable
- Know if the goal is obtainable and how far away completion is
- How will you know you have achieved your goal?

Achievable
- The goals have been agreed by stakeholders
- Availability of resources, knowledge and time have been identified

Relevant
- It must fit with corporate priorities
- It must be deliverable with the team or service area setting the objective – it may include collaborative work led by the area.

Time based
- When will this be achieved

An assessment should be made of the Council's ability to carry out what it has planned by reviewing resources available to deliver the objectives and targets set.

The Council's service plans contain a number of performance indicators, some are set nationally by the Welsh Government and the Welsh Local Government Association to ensure that the Council is accountable to the public and some are set locally to reflect our progress against local priorities.

Nationally set measures are submitted annually and comparisons to other Councils are made where performance is split into quarters for each measure, with the top quarter

(quartile 1) representing the top Welsh local authorities. This helps with targeting for improvement and is used in our target setting principles.

Targets must be set for performance indicators and target setting principles agreed to ensure a consistent approach across the Council's service areas.

Four target setting principles were identified in 2017/18:

❶ Improve on the previous year's performance

❷ Be set at least at the Welsh average level

❸ Be set above all Wales quartile four levels

❹ Where improvement is not viable a robust rationale must be provided to support the proposed target

These will be reviewed on an annual basis.

A quality assurance process has been set up for service plans to further improve consistency and quality of service plans, this includes a peer review to provide feedback and critical thinking to help develop meaningful service plans which drive the Council further towards its vision to *Improve People's Lives.*

The performance framework makes use of many processes and document templates. These are subject to regular review in order to ensure that they work for the organisation and assist in compliance with legislation. Regular reviewing of templates and processes ensure that constructive feedback is put into action and that the documents and processes adapt and support the changing environment of the Council.

Expectations of service areas:
- Set challenging but achievable targets
- Focus on areas that have been identified for improvement through target setting, service planning and improvement planning
- Identify actions to achieve agreed targets

3.   Clear roles and accountability

The Council is ultimately accountable to the public for its performance. The Council has pledged this in its vision to Improve People's Lives, and it is important that the Council can support this vision through its planned actions and objectives.

Integrated strategic planning provides the framework by which the Council can monitor its progress in successfully delivering what it has set out to do. Reporting of progress made should include narrative against objectives and performance indicators to give a holistic view of the progress made. To be transparent and open this data should be available to the

public in the form of reports that are published as part of public meeting agendas, and also in is simplest form (i.e. as a spreadsheet) and in easy to understand infographics.

Defined roles and responsibilities and accountabilities are important to ensure effective performance management and an operational network to highlight the use of MI Hub and performance data. The roles of colleagues in performance management are outlined in the table below.

Role	Responsibility
Members	• Scrutiny of plans, objectives and performance indicators • To endorse forward plans and strategies, challenge poor performance and promote good performance • Oversight of progress made against regulators recommendations and proposals for improvement
Directors	• Holding Heads of Service to account for performance • Ensure that service areas are contributing to delivering the vision and values of the Council • Ensure that strategic planning in service areas also takes account of the Council as a whole • Ensuring that action is being taken against regulators recommendations and proposals for improvement
Heads of Service	• Accountable for performance and achievement of planned objectives in their service area • Responsible for keeping Directors and relevant Cabinet Members up-to-date with performance matters • Sharing success stories and sharing best practice with others • Responsible for addressing poor performance and mitigating negative outcomes • Responsible for implementing and updating action plans to address the regulators recommendations and proposals for improvement.
All Employees	• Living the values of the Council • Responsible for actions which deliver planned objectives and targeted performance • Responsible for accomplishing actions set out to address regulators recommendations and proposals for improvement
Virtual Strategic Performance Network	• To receive updates regarding system development, service planning, data quality and data entry • To communicate these updates throughout the service area
Operational Performance Network - Service	• Point of contact for data queries and data quality documents • Attendance at Operational Performance Network meetings • Co-ordinate the input of data and completion of

Role		Responsibility
Area Performance Co-ordinators	•	documentation
		Upload documents to software system
Performance Indicator Compilers	•	Compile the data for input to MI Hub
	•	Enter data or pass on to coordinator for input
	•	Able to add commentary to the measure in MI Hub to add detail to the data
	•	Responsible for accurate gathering and calculation of PI data
Performance Indicator Reviewers	•	Responsible for reviewing the accuracy of data
	•	Responsible for reviewing the methods used to collect and calculate data in line with measure definitions
Business Improvement and Performance Team	•	Consideration of Council's objectives and performance indicators during change programme activity
	•	Provide the framework to support the Council's performance management activities
	•	Manage and report the data that is gathered in service areas
	•	Monitor and report progress made against regulators recommendations and proposals for improvement
	•	Monitor and report risk management activities
External Regulators	•	The main regulator for performance management activities is the Wales Audit Office who undertake a programme of performance related reviews each financial year

The need to deliver services that meet the needs of residents within financial constraints coupled with legislative changes is driving a more innovative approach to service delivery and more collaboration with partners and other organisations. It is important that these arrangements are properly monitored to ensure that the people of Newport are receiving value for money and a good level of service. Lessons learned from the successes and pitfalls of these arrangements must be shared to ensure the success of future arrangements.

With all heads of service and service managers now having direct access to performance information via MI Hub it is proposed that a virtual strategic performance network be established whereby a service manager with performance/planning responsibility be nominated by their head of service to receive regular email updates about system development, service planning, data quality and data entry to ensure that service areas are kept up-to-date on performance management activities.

The performance management reporting framework below shows where information is reported and therefore where the responsibility to challenge and hold to account lies. Each service area has its own service plan which sets the objectives for each service area for the

year ahead and how progress will be monitored. Through the integrated planning process detailed above, the objectives of the service plans will contribute to the delivery of the Council's vision. Each measure is assigned a Head of Service as the owner in MI Hub. Each measure is also assigned a compiler, reviewer and Service Manager who are responsible for gathering and inputting data and ensuring the data is accurate and up-to-date.

Report	Frequency	Forum
Improvement Plan update	Quarterly	Scrutiny & Cabinet
WAO Action Plan update	Quarterly	Cabinet
WAO Certificates of Compliance	2 per year	Cabinet
WAO Data Quality Review	Annual	Cabinet
Early Year End Performance Analysis	Annual	Scrutiny & Cabinet
Final Year End Performance Analysis	Annual	Scrutiny & Cabinet
Mid-year Performance Analysis	Annual	Scrutiny & Cabinet
Service Plans	Annual	Cabinet Member
Mid-year Service Plan Review	Annual	Cabinet Member
Year End Service Plan Review	Annual	Cabinet Member
Corporate Risk Register Update	Quarterly	Cabinet & Audit Committee
Annual Review of Corporate Risk Register	Annual	Cabinet & Audit Committee
Regulatory Reports Monitoring	Half Yearly	Audit Committee

In order to demonstrate the real changes that our services make to the people of Newport, it is important to continue to deliver a holistic outcome focussed approach, rather than simply using measures of processes and outputs as arbiters of success. By further integrating the Councils key plans the linkages in the strategic map (Golden Thread) will be strengthened and unite the common purpose of Improving People's Lives.

The performance management framework and its implementation by the Council is subject to review by the Wales Audit Office who assess each year whether the Council is likely to meet its statutory duties.

Expectations of service areas:

- Ensure a service area co-ordinator has been nominated to attend the Operational Performance Network Meetings and co-ordinate data collection, self-assessments and completion of local definitions.
- Nominate a service manager with responsibility for performance and service planning for the Strategic Performance Network to receive email updates regarding system development, service planning, data quality and data entry to ensure that service areas are up-to-date on performance management activities and requirements.

4.   Improving data quality

Assurance of data quality and fit for purpose strategic planning are essential to ensure that the Council is measuring the right things and delivering meaningful outcomes for the citizens of Newport.

An updated data quality framework will be introduced that will include greater monitoring of data quality centrally. MI hub will allow for easier access to reports that generate data in order for desk top checks to be carried out on a sample basis.

Further quality assurance of self-assessments and local definitions will contribute to more meaningful measures and credible data.

Sharing of good practice with other authorities helps us to take a more standardised approach which will make monitoring of any partnership or collaboration arrangements easier and will support data integrity at a regional and national level.

Expectations of service areas:
- To follow data quality processes and assure the accuracy of data when it is gathered, input and reported by:
  - Ensuring local definitions have been completed for local measures to define what is being measured and how.
  - Ensuring self-assessments are completed each year for all measures.
  - Working with the performance management team and internal audit to plan actions to address issues with data quality.

5.   Open communication of goals and achievements

The transparent communication of information to all stakeholders, sharing of good practice and assimilating feedback.

A collaborative approach to performance management between teams and service areas in the Council, all understanding the common aims and objectives. Regular communication with other councils to share good practice.

Accessible information is very important, regular access to current information will allow managers and staff to maximise performance by being able to see performance over time and whether performance is improving.

The Council also aims to be open and transparent in its reporting and publication of performance data.

Providing and assimilating feedback is an important aspect of performance management. Processes must be continually reviewed to ensure that they are fit for purpose and adding value.

Expectations of service areas:
- Ensure data is input into MI Hub at the earliest possible opportunity and updates are provided by deadlines set.

6.   Development of the system to maximise its value

The implementation of the MI Hub (InPhase) software in 2016 has enabled officers across the Council to access their latest available performance information directly, the software analyses the data so that an overall assessment of performance can be made at a glance. The system has also facilitated closer monitoring of Council performance compared with the latest available all Wales data.

MI Hub is highly customisable and further development of the system will enable a more integrated approach to performance management; strategic planning and balanced scorecards that incorporate financial and non-financial information.

Specific training around the use of MI Hub and data quality are fundamental to the successful delivery of this Performance Management Strategy. The delivery of training will be planned in conjunction with the further development of the system. System development will focus on integrated planning and making full use of the systems capability and the information it holds.

Performance Management staff must be fully trained to develop and maintain the system and to support the strategic planning process. The system will be developed to support an integrated planning and monitoring process and to fit the needs of the Council. A citizen portal will be developed that can be accessed by citizens without the need to login.

Expectations of service areas:
- Use MI Hub to view and monitor performance.
- Communicate with the Performance Management team if there are any issues with MI Hub or any areas for development.

Business Improvement and Performance Team

Appendix

Performance Indicators 2017/18

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	**PI Reference**	**PI Name**
Adult & Community Services	ACS/13 PAM/024	% of adults satisfied with their care & support (SSPM, PAM) (A)
Adult & Community Services	ACS/15 PAM/026	% of carers that feel supported (SSPM, PAM) (A)
Adult & Community Services	ACS/18	The percentage of adult protection enquiries completed within 7 days (SSPM, IP2) (M)
Adult & Community Services	ACS/19 PAM/025	Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)
Adult & Community Services	ACS/20a	% of adult who completed a period of Reablement - reduced package of care and support (SSPM, IP1) (A)
Adult & Community Services	ACS/20b	% of adults who completed a period of Reablement - no package of care and support 6 months later (SSPM, IP1) (A)
Adult & Community Services	ACS/21	Length of time (days) adults are in care homes (SSPM) (M)
Adult & Community Services	ACS/22	Average age of adults entering residential care homes (SSPM) (M)
Adult & Community Services	ACS/23a	% of adults who have received support from the information, advice and assistance service & have not contacted the service again during the year (SSPM) (A)
Adult & Community Services	ACS/23b	% of adults who have received support from the information, advice and assistance service & have not contacted the service again during the year (aged over 75) (SSPM, IP1)(A)
Children & Young People Services	CYP/13 PAM/027	% of children satisfied with their care & support (SSPM, PAM) (A)
Children & Young People Services	CYP/24 PAM/028	% of assessments completed for children within statutory timescales (SSPM, PAM) (M)
Children & Young People Services	CYP/25	% of children supported to remain living within their family (SSPM) (M)
Children & Young People Services	CYP/26	% of looked after children returned home from care (SSPM) (M)
Children & Young People	CYP/27	% of re-registrations of children on local authority Child Protection Registers

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	**PI Reference**	**PI Name**
Services		(SSPM) (M)
Children & Young People Services	CYP/28	The average length of time for all children who were on the CPR during the year (SSPM) (M)
Children & Young People Services	CYP/29a	% of children achieving the core subject indicator at key stage 2 (SSPM) (A)
Children & Young People Services	CYP/29b	% of children achieving the core subject indicator at key stage 4 (SSPM) (A)
Children & Young People Services	CYP/30	% of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)
Children & Young People Services	CYP/31	% of children looked after who were registered with a GP within 10 working days (SSPM) (M)
Children & Young People Services	CYP/32 SCC/002	% of looked after children who have had 1 or more changes of school (SSPM, SP) (M)
Children & Young People Services	CYP/33 PAM/029	% of looked after children who have had 3 or more placements (SSPM, PAM, SP) (M)
Children & Young People Services	CYP/34a	Care leavers who are in education, training or employment at 12 months (SSPM) (M)
Children & Young People Services	CYP/34b	Care leavers who are in education, training or employment at 24 months (SSPM) (M)
Children & Young People Services	CYP/35	% of care leavers who have experienced homelessness during the year (SSPM) (M)
Education	PAM/003 (EDU/L/058)	% pupils achieving the expected outcome at the end of the Foundation Phase (PAM) (A)
Education	PAM/004 (EDU/003)	% pupils achieving the expected outcome at the end of KS2 (PAM) (A)
Education	PAM/005 (EDU/004)	% pupils achieving the expected CSI outcome at the end of KS3 (PAM, IP6) (A)
Education	PAM/006 (EDU/017)	Pupils achieving level 2 threshold including English & Maths % (PAM, IP6) (A)
Education	PAM/007 (EDU/016a)	Attendance Primary Year-end % (PAM, IP6) (A)
Education	PAM/008 (EDU/016b)	Attendance Secondary Year-end % (PAM, IP6) (A)
Education	PAM/009	% Young people NEET Year 11 (PAM, IP5) (A)

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	**PI Reference**	**PI Name**
Law & Regulation	PAM/023 (PPN/009)	% Food establishments broadly compliant with food hygiene standards (PAM) (Q)
Newport City Council (People & Business Change)	PAM/002	% of people that agree their local council provides high quality services (PAM) (A)
People & Business Change	PAM/001 (CHR/002)	National Sickness Days lost (PAM) (A)
Regeneration, Investment & Housing	PAM/012 (RIH/L/044)	The percentage of households for whom homelessness was prevented (PAM, IP3) (Q)
Regeneration, Investment & Housing	PAM/013	% of empty private properties brought back into use (PAM) (HY)
Regeneration, Investment & Housing	PAM/014	Number of new homes created as a result of bringing empty properties back into use (PAM)(HY)
Regeneration, Investment & Housing	PAM/015a (PSR/002)	Adaptions DFG days delivery avg. (PAM, IP3, SP) (HY)
Regeneration, Investment & Housing	PAM/015b (PSR/006)	Ave days non-DFG minor adaptions (IP3) (HY)
Regeneration, Investment & Housing	PAM/016 (LCL/001b)	Use of Public Library Services (PAM) (Q)
Regeneration, Investment & Housing	PAM/017 (LCS/002b)	Visits to Sport and Leisure Centres (PAM) (Q)
Regeneration, Investment & Housing	PAM/018	% of all planning applications determined in time (PAM) (Q)
Regeneration, Investment & Housing	PAM/019	% of planning appeals dismissed (PAM) (Q)
StreetScene & City Services	PAM/010 (STS/005b)	Bi-Monthly Cleanliness Inspections of highways & relevant land % (PAM) (BM)
StreetScene & City Services	PAM/011 (STS/006)	Response Rates For Removing Reported Fly Tipping Incidents (PAM) (M)
StreetScene & City Services	PAM/020	% of principal A roads that are in overall poor condition (PAM) (A)
StreetScene & City Services	PAM/021	% of principal B roads that are in overall poor condition (PAM) (A)
StreetScene & City Services	PAM/022	% of principal C roads that are in overall poor condition (PAM) (A)
StreetScene & City Services	PAM/030 (WMT/010 WMT/009b)	Municipal waste reused, recycled and composted (PAM, IP7) (Q)

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	PI Reference	PI Name
StreetScene & City Services	PAM/031 (WMT/004b)	Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)
Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
Adult & Community Services	ACS/L/24	Number of assessments of need for support for carers (IP2) (Q)
Adult & Community Services	ACS/L/25	Number of people per month who have received a proportionate assessment (M)
Adult & Community Services	ACS/L/26	Number of people receiving a service from the Rehabilitation Officer (Visual Impairment) (M)
Adult & Community Services	ACS/L/28	% citizens who, after the Welsh Active Offer, choose to have a service delivered in Welsh (M)
Adult & Community Services	CCAS/L/026	OT Assessments & Reviews % (IP1) (M)
Adult & Community Services	CCAS/L/027	Number of integrated assessments completed per month (IP2) (M)
Children & Young People Services	YJ/L/13	Number of first time entrants into youth justice system (IP8) (M)
Children & Young People Services	YJ/L/14	Number of young people sentenced to custody (IP8) (M)
Children & Young People Services	YJ/L/18	% Young People Out of Court Disposals Re-offend within 12 months (IP8) (Q)
Children & Young People Services	YJ/L/19	% Young people statutory orders who re-offend within 12 months (IP8) (Q)
Children & Young People Services	YJ/L/21	% of closed cases for victims participating in an indirect or direct process (Q)
Education	EDU/006 ii)	Pupils KS3 Teacher Assessment in Welsh % (A)
Education	EDU/010b)	Total no of days lost to secondary fixed term exclusions (IP6) (A)
Education	EDU/L/061	Percentage of FSM pupils achieving Level 2 Inclusive (IP6) (A)
Education	EDU/L/062	Pupils achieving Level 2 Maths (IP6) (A)
Education	EDU/L/063	Pupils achieving Level 2 English (IP6) (A)
Education	EDU/L/064	% of pupils achieving KS4 level 2 (A)
Education	EDU/L/065	Increase in the no of schools being accredited at Healthy Schools Level 4 and 5 (A)
Education	EDU/L/066	Increase in no of schools who have gained the National Quality Award in Healthy

Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
		Schools (A)
Education	EDU/L/067 (RIH/L/048)	% young people recorded as unknown following compulsory education (IP5) (A)
Education	NEET\11	% Young people NEET 13 (IP5) (A)
Finance	CFH/006	Payment of Invoices within timescales % (M)
Finance	CFH/007	Council Tax Collection % (Q)
Finance	CFH/008	Non Domestic Rates Collection % (Q)
Finance	FIN/L/001	Audit Reports completed (Q)
Finance	FIN/L/013	% agreed management actions - implemented within 6 months (A)
Finance	FIN/L/014	% total council tax collected as % of 17/18 budgeted amount (Q)
Finance	FIN/L/020	Budget gap on 4 year MTRP (A)
Finance	FIN/L/022	No of suppliers on full e-invoicing (A)
Finance	FIN/L/023	Increase Council Tax accounts paid by Direct Debit (A)
Finance	FIN/L/024	No of suppliers using Lodge Cards (A)
Law & Regulation	HRP/041	Total number of social media followers (Q)
Law & Regulation	LS/L/008	Legal Searches in 5 days % (M)
Law & Regulation	LS/L/021	Customers seen within 10 minutes % (M)
Law & Regulation	LS/L/027	% ASB incidents resolved by wardens (Q)
Newport City Council (People & Business Change)	SLT/010	Performance above target % green (M)
People & Business Change	C&I/L/005	FOI Responses in time (Q)
People & Business Change	HRP/046	% managers developing managerial skills (Q)
People & Business Change	HRP/049	Number of employees trained in Welsh awareness (Q)
People & Business Change	HRP/051	Number of staff trained in Prevent PVE (Q)
People & Business Change	PBC/053	Number of young people actively involved in Newport Youth Council work (Q)
People & Business Change	PBC/059	ICT System Availability % (Q)
People & Business Change	PBC/060	ICT calls resolved against SLA % (Q)
People & Business Change	PBC/062	% ICT Helpdesk calls resolved at first point of contact (Q)

Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
Regeneration, Investment & Housing	NEET\01	Number of young people accessing children and YP skills project (IP5) (Q)
Regeneration, Investment & Housing	NEET\09	% 16 - 18 yr. olds not in education, employment or training (IP5) (A)
Regeneration, Investment & Housing	PLA/006	Planning affordable housing units # (A)
Regeneration, Investment & Housing	RIH/L/043	No. people approaching authority for housing advice and assistance (IP3) (Q)
Regeneration, Investment & Housing	RIH/L/045	Number of 16-17 year old entrants into Work Based Learning Academy (IP5) (Q)
Regeneration, Investment & Housing	RIH/L/046	Number of 18-24 year old entrants into Work Based Learning Academy (IP5) (Q)
Regeneration, Investment & Housing	RIH/L/049	Number of 16-17 year olds progressing from WBLA to further opportunity (IP5)(Q)
Regeneration, Investment & Housing	RIH/L/050	Number of 18-24 year olds progressing from WBLA to further opportunity (IP5) (Q)
Regeneration, Investment & Housing	RIH/L/051	% of residents commuting out of Newport for work (A)
Regeneration, Investment & Housing	RIH/L/052	Number of jobs created (IP4) (A)
Regeneration, Investment & Housing	RIH/L/053	Value of business support grants awarded (IP4) (Q)
Regeneration, Investment & Housing	RIH/L/054	Number of businesses supported (IP4) (Q)
Regeneration, Investment & Housing	RIH/L/055	Number of new business start-ups (IP4) (HY)
Regeneration, Investment & Housing	RIH/L/056	Housing delivery (all tenures) (IP4) (A)
Regeneration, Investment & Housing	RIH/L/057	Reduction in number of vacant commercial properties in the City Centre (IP4) (A)

Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
Regeneration, Investment & Housing	RIH/L/058	% of people who think Newport is a good place to live (A)
Regeneration, Investment & Housing	RIH/L/059	% of people who think Newport is becoming a better place to live (A)
Regeneration, Investment & Housing	RIH/L/060	Number of renewable energy projects granted planning permission (HY)
Regeneration, Investment & Housing	RIH/L/061	Value of tourism (A)
Regeneration, Investment & Housing	RIH/L/062	Increase in the number of visitors to attractions in Newport (A)
Regeneration, Investment & Housing	RIH/L/063	% Working age adults with no qualifications (A)
Regeneration, Investment & Housing	RIH/L/064	% of working age adults with qualifications at NQF4 or above (A)
Regeneration, Investment & Housing	RIH/L/065	Reduction in the number of private homes empty for more than 6 months (A)
Regeneration, Investment & Housing	RIH/L/066	Reduction in the number of households found to be statutory homeless (s75) (HY)
StreetScene & City Services	SCS/L/001	Number of active travel journeys (Q)
StreetScene & City Services	SCS/L/002	Number of visitors to city parks, open spaces and coastal path (Q)
StreetScene & City Services	SCS/L/003	No of events held on a range of countryside, biodiversity & recycling related matters (Q)
StreetScene & City Services	STR/L/018	% of municipal waste recycled at the HWRC (IP7) (Q)