

# Report



## Cabinet Member for Licensing and Regulation

---

### Part 1

Date: 20 August 2018

**Subject** Service Plan 2018-2022

**Purpose** To seek a Cabinet Member decision to approve the Law & Regulation Service Plan for 2018-2022

**Author** Head of Law & Regulation

**Ward** All

**Summary** The service plan sets the scene for how the service area will contribute to the council's corporate plan and the overall vision for the council. The service plan sets short term and longer term actions to align to the same time period as the corporate plan, progress will be reviewed at regular intervals and more detail will be added to the longer term actions as they become more current.

**Proposal** To approve the Law & Regulation Service Plan 2018-2022

**Action by** Head of Law & Regulation

**Timetable** Immediate

This report was prepared after consultation with:

- Heads of Service
- Directors

**Signed**

## **Background**

The service plan sets the scene for how the service area will contribute to the council's corporate plan and the overall vision for the council. The service plan sets short term and longer term actions to align to the same time period as the corporate plan, progress will be reviewed at regular intervals and more detail will be added to the longer term actions as they become more current. The Council's service plans are detailed planning documents that answer the following questions:

- What will we do?
- What impact do we intend this to have?
- How will we know we have done it?
- How will we measure success?
- Do we have the resources to deliver what we have planned?
- What could prevent us from achieving success?

## **Introduction**

The Service Plan has been prepared in accordance with the Council's guidance and is appended to this report.

## **Financial Summary**

The service plan provides information about the resources available to the service area, for example, staff, finances, income, investments etc.

## **Risks**

The risks to the delivery of the service plan are included within the service plan.

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

Service plans provide actions to deliver the objectives and goals that are set out in the corporate plan.

## **Options Available and considered**

Option 1 – to approve the Service Plan

Option 2 – to amend and approve the Service Plan

## **Preferred Option and Why**

The preferred option is 1. The Service Plan provides important direction to the service area and provides the actions that aim to achieve the planned outcomes of the corporate plan.

## **Comments of Chief Financial Officer**

The Service Plan sets out current level of resources in service areas and direction of travel in how services will develop over the medium term. Significant savings will be required over this period and therefore plans on how services develop will need to take that into account, including the delivery of the Administration's key priorities, including those set out in the Corporate Plan

## **Comments of Monitoring Officer**

There are no legal implications. The Service Plans have been prepared in accordance with the Council's performance management framework and reflect both statutory responsibilities and strategic objectives for the relevant services.

## **Comments of Head of People and Business Change**

Any actions arising from the service plans that have additional human resources implications will need to be the subject of a separate report.

The service plans identify the actions that will be taken to achieve the objectives and priorities of the corporate plan and take in to account our legislative duties, including the Well-being of Future Generations Act (Wales) 2015 and the Local Government Measure 2009. The plans form an essential part of the Councils performance management arrangements.

### **Scrutiny Committees**

The mid-year and year end reviews of progress against the service plan will be considered by scrutiny committees.

### **Equalities Impact Assessment and the Equalities Act 2010**

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

### **Children and Families (Wales) Measure**

Although no targeted consultation takes place specifically aimed at children and young people, consultation on is open to all of our citizens regardless of their age. People replying to consultations are not required to provide their age or any other personal data, and therefore this data is not held or recorded in any way, and responses are not separated out by age.

### **Wellbeing of Future Generations (Wales) Act 2015**

Service planning supports the achievement of the council's wellbeing objectives as set out in the corporate plan; and ensures that the Council incorporates the five ways of working when developing plans. Further work to integrate the planning and reporting framework of the plans and the Council's legislative duties will continue develop the process so that service plans become live documents that demonstrate the Councils commitment to achieving its wellbeing objectives as included in the corporate plan.

### **Crime and Disorder Act 1998**

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

### **Consultation**

Comments received from wider consultation, including comments from elected members, are detailed in each application report in the attached schedule.

### **Background Papers**

'Together for Newport' – Newport City Council Corporate Plan 2017-2022

Cabinet Report: Performance Monitoring: Improvement Plan and Well-being Objectives (18 April 2018).

Dated: 20 August 2018

# Law & Regulation Service Plan 2017/18

## Contents

Introduction & Background .....	4
Key Statistics .....	Error! Bookmark not defined.
Objectives.....	Error! Bookmark not defined.
Performance Indicators .....	35
Resources .....	36
Risk .....	36

## Introduction & Background

Law & Regulation provides a wide range of statutory, regulatory and professional support services for internal clients, Councillors and members of the public.

- Legal services, Insurances and Local Land charges.
- Democratic Services, including Overview and Scrutiny and the Mayoralty
- Elections and Electoral Registration
- Registration of Births, Deaths and Marriages
- Regulatory Services (Environment & Community)
- Regulatory Services (Commercial)
- Marketing, Public Relations and Communications

The roles of the Monitoring Officer/Deputy Monitoring Officer, the Head of Democratic Services and the “Proper Officer” are prescribed by legislation and the functions of the Registration Service, Electoral Registration, Scrutiny, Environmental Health, Licensing, Trading Standards and Local Land charges are all statutory requirements. Professional services such as Legal, Democratic Services, PR and Marketing directly support the delivery of other statutory and regulatory services throughout the Council. The Regulatory Services teams undertake a wide range of public protection work covering all aspects of the Council’s statutory functions in relation to Environmental Health, Trading Standards, Animal Health, Licensing, Community Safety and CCTV.

The main objectives of the Law and Regulation service area are:-

- (1) To ensure that the Council achieves its priorities lawfully and with propriety;
- (2) To provide high quality, efficient and cost-effective services which meet the needs of internal Clients, Councillors and external customers.
- (3) To ensure that the work of the Council, its corporate priorities and objectives are communicated in a positive, clear and balanced way;
- (4) To improve public health and consumer protection through the effective discharge of regulatory and enforcement functions, and the creation of a safe environment for Newport's residents, visitors and businesses.

The service area has consistently delivered a high level of high performance, as demonstrated by its balanced scorecard of performance indicators and the delivery of key outcomes and projects. The challenge for the next 12 months will be sustaining this level of performance against a backdrop of financial pressures and budgetary constraints, the demands of new legislation and the programme of change.

The services are largely demand-led and have to respond to the changing requirements of Client services and customers. Therefore, service planning tends to be reactive and determined to a large extent by external factors such as the plethora of new legislation. Demographic changes will also lead to additional demand for professional support services in areas such as Education and Social Services and also statutory enforcement and regulatory work. Also population changes will have a direct impact on front-line customer services, such as the Registration Service and Electoral Registration.

What will the service area look like in 2022?

- A modernised, improved and more efficient service
- Equipped to deliver greater resilience to respond to changes in demand
- A team focused on delivering essential statutory services
- A flexible, agile workforce, able to react to changes in service needs
- An open and transparent decision-making process, improved democratic accountability and a more robust corporate governance framework

How will we get there?

- Greater use of technology, improved efficiencies and income-generation will create a modern, more resilient and flexible workforce, equipped to respond to changes in demand, and a more robust corporate governance framework. However, further austerity measures will necessitate a fundamental service review to ensure that limited resources are focused on delivering essential statutory services.

Key Statistics

- The service area employs 243 staff (169 FTE posts)
- The Service Area has a gross operating budget of £8.4 million, income of approximately £2 million and total net operating budget of £6.5 million
- Most services are co-located at the Civic Centre but the statutory Registration Office and Approved Premises are located at the Mansion House Stow Park Circle, and the Dog Kennels and Lodge are located at Stevenson Street.

- Local land charges searches generate over £150k fee income per annum
- Property disposals generate more than £3.5m in capital receipts
- The Insurance and Legal teams handle more than 680 insurance claims each year.
- Legal debt recovery work has generated £277k of income over a 12 months period.
- Approximately 760 criminal prosecutions were carried out last year
- Regulatory Services receive over 15,000 individual service requests per annum
- Approximately 1200 significant breaches of public protection legislation by businesses were resolved last year
- Over 300 statutory notices are served every year
- Over 800 fixed penalty notices are issued annually
- 107,000 people are now registered on the register of electors
- We now have over 85,000 followers on social media, via the Council's Facebook and Twitter accounts
- The Registration Services deals with over 3,800 birth registrations and 2,500 death registrations per annum
- Over 23,000 statutory certificates for births, deaths and marriages were issued last year.
- Over 500 weddings and civil partnerships are conducted every year
- The Mansion House stores historic records of births, deaths and marriages dating back to 1837

### **Objectives for next 5 years**

#### **Our main objectives for the next five years are:**

1. To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources
2. To improve constitutional and corporate governance arrangements
3. To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes
4. To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses
5. To extend the range of services and communications available through the medium of Welsh to comply with relevant Welsh Language Standards

**To achieve these objectives we will plan and review actions in the short and longer term**

<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
<p>1.1 To undertake a review of the service structure within teams and deliver efficiencies to meet MTFP savings.</p> <p>Complete the reorganisation and re-structure within Regulatory Services and the establishment of multi-disciplinary teams.</p> <p>Complete the reorganisation and restructure of Democratic Services, PR and Communications and develop combined teams to provide greater service flexibility and resilience.</p> <p>Undertake a review of workloads and staffing resources and identify and implement any staffing changes required</p> <p>Undertake a review of staffing structures within the Registration Service and identify any changes required to address increasing demands and budget pressures due to cover arrangements.</p>	<p>Professional and regulatory services deliver the necessary outcomes for key statutory services in the most effective and efficient manner, within budgetary constraints</p> <p>A modernised, more responsive service, focused on delivering essential statutory services, with reduced cost and greater efficiencies</p> <p>A more cohesive structure with clearer focus and direction. Integrated teams will provide greater resilience in supporting the Cabinet office, Communications and marketing and Mayoralty/event management.</p> <p>A more responsive service which provides essential cover for statutory registrations, to meet deadlines, whilst managing budget pressures due to increased demands and workloads.</p>	<p>Service reviews and restructure proposals will be subject to full consultation with staff, trade unions and key stakeholders, including other service areas and elected members.</p>	<p>Head of Law &amp; Regulation Senior Management Team</p> <p>Regulatory Services Managers</p> <p>Head of Law &amp; Regulation and Democratic services and Communications Manager</p> <p>Registration Services Manager</p>

Objective 1	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
Description	This relates to <ul style="list-style-type: none"><li>• Corporate Plan priorities – Modernised Council and Thriving City</li><li>• 20 Things by 2022 – Festival of Democracy</li><li>• MTFP and Change &amp; Efficiency Programme</li><li>• Well-Being Objectives - to promote economic growth and regeneration</li></ul>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
1.2 To undertake a further review and re-evaluation of all discretionary and statutory services and prioritise essential and mandatory work in accordance with Corporate priorities and available resources.	<p>Professional and regulatory services deliver the necessary outcomes for key statutory services in the most effective and efficient manner, within budgetary constraints</p> <p>The prioritisation of work, where the Council has an element of discretion about whether or how services are delivered, will be linked to the Corporate and Improvement Plan objectives</p> <p>Discretionary services will be focused on key corporate priorities and, wherever possible, alternative sources of funding and/or delivery will be identified.</p> <p>Statutory enforcement work in Regulatory and Legal services will be prioritised and focused on areas of identified need.</p> <p>Corporate marketing and destination management strategies will be</p>	<p>The review and prioritisation of statutory, regulatory and discretionary services will be the subject of full consultation and engagement with key stakeholders.</p> <p>Key corporate events will be delivered and marketing and tourism strategies will be developed and implemented in collaboration with other services areas and external partners, such as the BID Company and other statutory and voluntary bodies.</p>	<p>Head of Law &amp; Regulation Senior Management Team</p>       <p>Head of Law &amp; Regulation Chief Legal Officer Regulatory Manger (Commercial) Regulatory Services Manager (Community and Environment)</p>



<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>developed, identifying corporate priorities and key objectives. Newport Matters will be refreshed to better articulate key Council messages.</p> <p>Key City events, such as the Food Festival and Festival of Democracy will be delivered successfully and within budget. Options identified for utilising community volunteers and external funding for delivery of city events and lever match funding for tourism and the visitor economy.</p>		Head of Law & Regulation Democratic Services and Communications Manager
<p>1.3 Identify options for efficiency savings and improved service delivery through joint working and collaboration.</p> <p>Re-structure and reorganise the Gwent Coroner’s service to co-locate and integrate the staff and support services within the Registration Service.</p>	<p>Collaborative arrangements for the delivery of key professional and regulatory services should provide greater resilience and improved efficiencies, leading to improved quality of performance.</p> <p>This should facilitate continuous improvement through standardised working practices across authorities, pooled resources and expertise. Formal collaboration will also improve</p>	<p>Collaborative working with other Gwent authorities in relation to the delivery of legal and regulatory services and Registration functions</p> <p>Development of working arrangements will involve engagement and consultation with staff and key stakeholders.</p> <p>The reorganisation of the Coroner’s service will involve collaboration with the other Gwent local</p>	Chief Legal Officer

<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>training and development opportunities for staff, with greater in-house capacity and capability.</p> <p>Further development in relation to shared Insurance claims work and child care legal work with other Gwent authorities.</p> <p>Further develop Animal Health collaboration and other collaborative arrangements with Gwent Trading Standards authorities</p> <p>Develop proposals for the provision of CCTV monitoring services to other local authorities and organisations and generate additional fee income to meet MTRP targets.</p> <p>Further develop shared training and cross-border arrangements with neighbouring Registration services.</p> <p>The reorganisation of the Coroners service and its integration within the Registration Service should improve</p>	<p>authorities, the existing Coroner’s legal practice, and Gwent police. The appointment of the new full-time Coroner will also involve engagement and consultation with the Home Office and the Ministry of Justice.</p>	<p>Regulatory Services Manager (Commercial)</p> <p>Regulatory Services Manager (Community and Environment)</p> <p>Registration Services Manager</p> <p>Head of Law &amp; regulation and Registration Services Manager</p>

<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	service delivery and provide greater control over expenditure.		
1.4 Undertake a further review of discretionary fees and charges for the Registration Service, Regulatory Services (Commercial), Regulatory Services (Environment & Community), and Local Land Charges and explore options for securing external funding for discretionary services, to maximise income generation	<p>Fee Review undertaken and fee structure approved as part of budget-setting process.</p> <p>Options identified for securing external sponsorship and funding for the delivery of City Events, marketing and tourism – ongoing to March 2017</p> <p>Fee income is increased, whilst maintaining the quality and demand for the services. Discretionary services and City events continue to be successfully delivered within available budgets</p> <p>Extend “Primary Authority” and Paid for Business Advice service and generate income from regulatory advice services for local businesses</p> <p>Review proposals to develop a Nationality Checking Services in the light on government proposals and on-going demand and further develop</p>	<p>The fees and charges proposals will be the subject of full public consultation end engagement as part of the budget-setting process.</p> <p>Key stakeholders will also be consulted as part of any specific fee proposals in relation to statutory fees and charges.</p> <p>Discretionary fees will be fixed, wherever possible, having regard to comparative fees charged by neighbouring authorities, on a collaborative basis.</p>	<p>Chief Legal Officer Regulatory Services Manager (Community and Environment) Regulatory Services Manager (Commercial Registration Services Manager</p>

<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	the European Passport Checking Service		
1.5 To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies	Customers are provided with the type and quality of services that they require in the most efficient and cost-effective manner.  More detailed customer surveys will be undertaken at the point of access to establish where the current service can be extended and improved  The outcomes of the survey can then be used to benchmark the quality of the service against national indicators and performance data provided by the General Register Office	Customers will be engaged at the point of access to registration services and their feed-back will provide a qualitative evidence base for the future development of service improvements and to benchmark performance against national standards	Registration Services Manager
1.6 To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models  Organise and deliver the Newport Festival of Democracy, develop and implement a Strategic Marketing	The development of a strong, healthy local economy, and improvements to the social, economic and environmental well-being of the City.  A corporate Destination Management Plan based on the City of Democracy brand will be developed. Strategies and initiatives will help to extend the	Key projects will be delivered in conjunction with other services areas and external stakeholders and partners  Destination management plans and projects will involve other partners and require extensive community engagement	Head of Law & Regulation/Chief Legal Officer  Democracy and Communications Manager

<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
Strategy and Destination Management Plan.	<p>visitor offer and increase numbers of tourism visits.</p> <p>Legal and marketing input in relation to key projects will contribute towards the Corporate Plan objectives in relation to making Newport a Thriving City and developing Resilient Communities.</p> <p>The Business improvements reviews and Service Transformation programme are an essential part of the medium term financial planning process and the delivery of improved and more-efficient services.</p> <p>Key milestones will continue to be met in relation to the delivery key City Centre redevelopments, cultural and heritage projects, such as the Discovery Centre and Gwent Living Levels. Legal input into City Deal projects and regional governance arrangements.</p> <p>On-going legal advice will be</p>	<p>Key corporate events will be delivered and marketing and tourism strategies will be developed and implemented in collaboration with other services areas and external partners, such as the BID Company and other statutory and voluntary bodies</p>	

<b>Objective 1</b>	<b>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• MTFP and Change &amp; Efficiency Programme</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>provided on alternative models for service delivery, service transformation projects and efficiency reviews</p> <p>Increased numbers of sporting and cultural events will increase the profile of the City and encourage tourism and inward investment. Celebration of the City Heritage will build on the successes of the Food Festival and the Big Splash. Increased marketing and sponsorship will reduce costs.</p>		

<b>Objective 2</b>	<b>To improve constitutional and corporate governance arrangements</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Aspirational People</li> <li>• WAO Corporate Assessment</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> <li>• A Fairer Newport</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>

<b>Objective 2</b>	<b>To improve constitutional and corporate governance arrangements</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Aspirational People</li> <li>• WAO Corporate Assessment</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> <li>• A Fairer Newport</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
<p>2.1 To undertake a whole-scale review and re-drafting of the Council’s Constitution</p>	<p>A new modular constitution will be prepared, based on the standard Welsh model approved Democratic Services Committee for adoption by Council.</p> <p>The new constitution will comply fully with all legislative changes and be “fit for purpose” in terms of the Councils’ corporate governance arrangements.</p> <p>Corporate governance arrangements will meet the requirements of the Wales Audit Office review and Corporate Assessment.</p> <p>The Council’s Constitution and Standing Orders comply with the requirements of the Local Government (Wales) Measure 2011 and the Local Government (Democracy) (Wales) Act.</p> <p>Decisions will continue to be made lawfully and with propriety, as demonstrated by the lack of successful “call-in” or legal judicial review challenges.</p>	<p>The review of the constitution and governance arrangements will be undertaken in an open and transparent manner, overseen by Democratic services Committee, and subject to consultation and engagement with all elected members, and (where appropriate) key stakeholders.</p>	<p>Head of Law &amp; Regulation Democracy and Communications Manager</p>

<b>Objective 2</b>	<b>To improve constitutional and corporate governance arrangements</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Aspirational People</li> <li>• WAO Corporate Assessment</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> <li>• A Fairer Newport</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>The review and re-drafting of the Council’s Constitution will provide greater transparency and fairness</p> <p>Improved fairness and transparency in relation to the decision-making process and the reasons for decisions will contribute towards making a Fairer Newport</p> <p>An open and transparent decision-making process, improved democratic accountability and a more robust corporate governance framework.</p>		
<p>2.2 Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.</p>	<p>Strengthened Scrutiny arrangements will more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet members, officers, partners and others to account</p> <p>The new Scrutiny Committees and terms of reference will provide clearer lines of responsibility for performance management, scrutiny of outside bodies and policy development.</p>	<p>Public engagement is an essential part of effective scrutiny and the critical friend challenge. The Scrutiny Action Plan will develop further initiatives to engage with the public and to provide more effective consultation on key policy reviews.</p> <p>Improving Scrutiny as a vehicle for public engagement and the development of external scrutiny of outside bodies will provide greater accountability</p>	<p>Democracy and Communications Manager Scrutiny and Governance Manager</p>



<b>Objective 2</b>	<b>To improve constitutional and corporate governance arrangements</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Aspirational People</li> <li>• WAO Corporate Assessment</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> <li>• A Fairer Newport</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>Forward composite work programmes and protocols for joint working, with greater clarity of roles and responsibilities of the Executive and Scrutiny, should provide greater transparency and improved decision-making.</p> <p>Delivery of Action Plan for Scrutiny Improvement in accordance with agreed timescales</p> <p>The development of joint Scrutiny arrangements with other authorities and scrutiny of outside bodies should lead to improved scrutiny of joint bodies and external organisations, with a corresponding improvement in the quality of decision-making and public accountability</p>	<p>Collaborative arrangements will be developed in relation to joint scrutiny committees and the scrutiny of the PSB, key partners and outside bodies.</p>	
<p>2.3 To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports, and deliver a successful induction programme for new Councillors.</p>	<p>Successful member development and training will ensure that decisions are made lawfully and with propriety.</p> <p>Members will also be better equipped to discharge their representational roles within their wards.</p>	<p>Individual training and development plans will require engagement with councillors and key Cabinet Members, with responsibility for overseeing member development</p> <p>Delivery of training will be in collaboration with the WLGA, other</p>	<p>Democracy and Communications Manager Scrutiny and Governance Manager</p>

<b>Objective 2</b>	<b>To improve constitutional and corporate governance arrangements</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Aspirational People</li> <li>• WAO Corporate Assessment</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> <li>• A Fairer Newport</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>Skills appraisal and development of individual training plans to be extended to all Members.</p> <p>Roles and responsibilities, accountability and relationships between Members will be clarified and set out in the revised constitution and the member role descriptions</p> <p>Induction programme of training for new Councillors successfully delivered following May 2017 local elections.</p>	<p>local authorities and external trainers, as appropriate.</p>	
<p>2.4 To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.</p>	<p>Standards Committee Work Programme delivered in accordance with relevant timescales. Review of relevant policies. Further training and development to meet new legislation, new Code of Conduct and complaints procedures</p> <p>New Independent members and community council representative recruited.</p> <p>Standards Committee continues to discharge its statutory responsibilities</p>	<p>Review of policies and procedures will involve engagement and consultation with officers, members and key stakeholders</p> <p>The development of joint working with other Standards Committees in Gwent in terms of work programmes, joint training and support will involve greater collaboration</p> <p>The monitoring of ethical standards compliance and governance</p>	<p>Head of Law &amp; Regulation/Chief Legal Officer</p>

<b>Objective 2</b>	<b>To improve constitutional and corporate governance arrangements</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Aspirational People</li> <li>• WAO Corporate Assessment</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> <li>• A Fairer Newport</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>effectively and meets the requirements of new legislation.</p> <p>Improved fairness and transparency and ethical standards will contribute towards a Fairer Newport</p>	<p>arrangements will involve extensive involvement and engagement with elected members, community councils and community councillors.</p>	
<p>2.5 Successfully deliver elections, raise voter awareness and increase elector registration.</p>	<p>Raised voter awareness and improved electoral registration numbers.</p> <p>Successful delivery of elections – local, General, PCC, Welsh Government in accordance with Electoral registration requirements and new Welsh legislation</p> <p>Develop and implement Strategy for Household Enquiry Forms, undertake annual canvass and publish new electoral registers annually in December.</p> <p>Greater voter engagement and participation in elections should produce more democratic representation and accountability</p>	<p>Local and general elections will be delivered in collaboration with other statutory agencies, key stakeholders and Government departments, including the Cabinet Office and Electoral Commission.</p> <p>Raising voter awareness will involve engagement with hard to reach groups and facilitate community working.</p>	<p>Electoral Registration Manager</p>

<b>Objective 3</b>	<b>To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council</li> <li>• Change and Efficiency Programme</li> <li>• MTFP</li> <li>• Performance Measures - RS/SI/1, L&amp;S/L/08, HRP/041, LR/L/002</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
3.1 Complete New Ways of Working service review in Regulatory Services (Commercial) and Regulatory Services (Services (Environment & Community)), with new improved technology and working practices.	<p>Greater resilience and improved efficiencies, leading to improved quality of performance.</p> <p>Modernisation of working practices and greater use of technology will enable the service area to meet increasing demands and requirements for statutory services against a backdrop of budget savings and further staffing reductions</p> <p>Successful delivery of project to upgrade Public Protection management system from current Uniform module to new Idox software to and successful implementation of new system, linked to corporate CRM.</p> <p>Greater use of enabled smart phones and hand-held devices for inspection staff for more efficient and flexible working practices.</p> <p>Extend “Digital by default” and</p>	<p>The service review and extended use of technology will involve extensive consultation and engagement with staff and key stakeholders, including license applicants.</p> <p>IT projects will involve collaboration with internal colleagues and external software suppliers.</p>	<p>Regulatory Services Manager (Community and Environment) Regulatory Services Manager (Commercial)</p>

<b>Objective 3</b>	<b>To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council</li> <li>• Change and Efficiency Programme</li> <li>• MTFP</li> <li>• Performance Measures - RS/SI/1, L&amp;S/L/08, HRP/041, LR/L/002</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>channel shift to ensure that more licensing fees are paid on-line via the web-site.</p> <p>Improved resilience for CCTV camera through relocation of the servers.</p>		
3.2 Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section	<p>Greater resilience and improved efficiencies, leading to improved quality of performance.</p> <p>Modernisation of working practices and greater use of technology will enable the service area to meet increasing demands and requirements for statutory services against a backdrop of budget savings and further staffing reductions</p> <p>Development of secure portal with Court service for the electronic transfer and storage of documents in connection with child care cases, to deliver improved information security and efficiencies</p>	<p>The extended use of technology will involve extensive consultation and engagement with staff and key stakeholders.</p> <p>IT projects will involve collaboration with internal colleagues and external software suppliers</p> <p>The Court portal for child care cases will involve collaboration with the Court service, guardians and external solicitors and barristers.</p>	Chief Legal Officer
3.3 Greater use of digital technology for	Greater use of digital technology will	The promotion of Council services,	Democracy and

<b>Objective 3</b>	<b>To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council</li> <li>• Change and Efficiency Programme</li> <li>• MTFP</li> <li>• Performance Measures - RS/SI/1, L&amp;S/L/08, HRP/041, LR/L/002</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
delivery of PR, communications and marketing services	<p>ensure that the Council’s key objectives and information about services are delivered in the most efficient and cost-effective manner.</p> <p>There will be clear promotional activity of the Council’s services and its achievements using tools such as the Council’s website, together with a process for inviting comments and feedback.</p> <p>The timely and cost-effective implementation of requested marketing campaigns, in accordance with strategy and approved budgets.</p>	<p>communication of key messages and marketing information will all involve extensive public engagement through social media and the Council web site.</p> <p>Public consultation on key strategies and budgets will require public involvement and feedback.</p>	Communications Manager and Strategic Communications Manager
3.4 Develop and improve the openness and transparency of corporate governance processes through greater use of technology	<p>A modernised, more streamlined decision-making process with improved democratic accountability and enhanced Member support.</p> <p>Internal governance arrangements will continue to meet legislative requirements regarding broadcasting of meetings, public participation and</p>	<p>Developments to the existing IT systems for broadcasting and agenda management will be carried out in conjunction with the software suppliers.</p> <p>Policies for the submission and handling of e-petitions will be the subject of consultation with</p>	Democracy and Communications Manager.

<b>Objective 3</b>	<b>To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council</li> <li>• Change and Efficiency Programme</li> <li>• MTFP</li> <li>• Performance Measures - RS/SI/1, L&amp;S/L/08, HRP/041, LR/L/002</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>remote access.</p> <p>A policy and procedure will be developed for the submission and handling of e-petitions.</p> <p>The audio equipment in the Council Chamber will be upgraded and improved, with links to the Public-i web-casting system.</p> <p>The modern.gov system will be developed to further streamline the democratic decision-making process and reduce costs of hard copy agendas and minutes.</p>	<p>members and key stakeholders and subject to public engagement.</p> <p>Enhancements to the audio system in the Council chamber will be carried out in conjunction with Property Services and Norse.</p>	
3.5 Develop and implement a case management system for the Coroner's Service	<p>The development and implementation of a case management system for the Coroner's Service will provide a modernised, efficient and effective system for dealing with coroner's referrals and inquests. It will also facilitate a more flexible and agile working environment with remote access to cloud-based systems.</p>	<p>The extended use of technology will involve extensive consultation and engagement with staff and key stakeholders.</p> <p>IT projects will involve collaboration with internal colleagues and external software suppliers.</p> <p>Consultation and engagement with Gwent Police and Ministry of Justice</p>	Registration Services Manager

<b>Objective 4</b>	<b>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Resilient Communities and Thriving City</li> <li>• 20 Things by 2022 – Purple Flag accreditation</li> <li>• Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities</li> <li>• Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
4.1 Prevent and tackle instances of anti-social behaviour impacting upon the residents and business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime	Individuals and groups that would otherwise cause ASB or more serious problems are discouraged and prevented from offending.	<p>Local Assessment of Wellbeing.</p> <p>Tacking anti-social behaviour and improving community cohesion will require collaboration and involvement with other key stakeholders, such as the Police, RSL’s and community groups.</p>	<p>Regulatory Services Manager (Environment &amp; Community)</p> <p>Regulatory Services Manager (Commercial)</p>
4.2 Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport	<p>The use of this model will be extended to other problem areas of Newport which experience high levels of anti-social behaviour such as fly tipping, alcohol, general poor behaviour</p> <p>Public Space Protection Order approved by Council for Pillgwenlly to regulate specific anti-social behaviour linked to alcohol consumption in public and use of other intoxicating substances and the dispersal of gangs. Reduction in other types of anti-social</p>	<p>Local Assessment of Wellbeing.</p> <p>Tacking anti-social behaviour and improving community cohesion will require collaboration and involvement with other key stakeholders, such as the Police, RSL’s and community groups.</p>	<p>Regulatory Services Manager (Environment &amp; Community)</p> <p>Regulatory Services Manager (Commercial)</p>



<b>Objective 4</b>	<b>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Resilient Communities and Thriving City</li> <li>• 20 Things by 2022 – Purple Flag accreditation</li> <li>• Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities</li> <li>• Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>behaviour, such a fly tipping and litter, through enhanced use of CCTV surveillance and community safety warden enforcement.</p> <p>Improved liaison with other PSB partners and community groups to ensure that action is co-ordinated and targeted in the right areas.</p>		
4.3 Secure Purple Flag Accreditation for the City Centre Night-Time Economy	<p>Obtaining Purple Flag status would demonstrate that the City Centre now provides an attractive and safe environment for a thriving night-time economy.</p> <p>This accreditation would greatly enhance Newport’s reputation in terms of destination management and would assist the Council in meeting its well-being goals and objectives under the Well-being of Future Generations (Wales) Act 2015.</p>	<p>Local Well-Being Assessment</p> <p>Securing Purple Flag Accreditation for the City Centre will require collaborative partnership working with key council services, Gwent Police, South Wales Fire, AB Health Board, Street Pastors, the Business Improvement District, Pub-Watch, and Newport Live</p>	Regulatory Services Manager (Commercial)

Objective 4	<b>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses</b>		
Description	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Resilient Communities and Thriving City</li> <li>• 20 Things by 2022 – Purple Flag accreditation</li> <li>• Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities</li> <li>• Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures</li> </ul>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
4.4 Develop Local Air Quality Management Statutory Action Plan to identify Air Quality Management Areas in the City and ensure it is formally adopted and implemented	<p>Existing Air Quality Management Areas will be reviewed and new AQMA’s declared, as necessary.</p> <p>Supplementary Planning Guidance will be produced to assist in the assessment of vehicle emissions, to ensure a consistency of approach in the determination of planning applications.</p> <p>The Council and will have a clear plan to work to, which will help to reduce levels of air pollution if supported by partners and citizens.</p>	<p>Local Assessment of Well-being.</p> <p>The review of AQMA’s and the development of SPG will involve engagement with the public and consultation with key stakeholders</p> <p>The implementation of the Air Quality management Action Plan to successfully reduce levels of air pollution will require collaboration with and the involvement of external organisations, partners and the general public</p>	Regulatory Services Manager (Environment & Community)
4.5 Regulation of housing standards in both rented and non-rented housing, including implementation of licensing regimes	<p>Improvement in the condition of private tenanted properties through the regulation of landlords and statutory action to address the condition of rented accommodation.</p> <p>Safety and health of residents and neighbours protected and</p>	<p>The regulation of housing standards will require collaboration with a number of internal council services and external partners, including Rent Smart Wales, South Wales Fire &amp; Rescue Service, Development</p>	Regulatory Services Manager (Environment & Community)

Objective 4	<b>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses</b>		
Description	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Resilient Communities and Thriving City</li> <li>• 20 Things by 2022 – Purple Flag accreditation</li> <li>• Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities</li> <li>• Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures</li> </ul>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	landlords effectively regulated	Control, Housing Benefits, Council Tax, Private Landlords & Registered Social Landlords	
4.6 Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment	<p>Effective enforcement action will be taken to tackle fraudulent traders and to support reputable businesses through the provision of advice and training</p> <p>A business support service will be made available to traders via a number of mechanisms including, Supportive Campaigns, Consultancy Services, an Assured Trader Scheme, a Compliance Training Facility and a Statutory Advice Partnership Scheme [Primary Authority]</p> <p>Reduction in unlawful activity that causes individuals, businesses and the economy significant harm and corresponding increase in the numbers of reputable businesses that</p>	Effective enforcement action against fraudulent traders will require collaboration with a number of internal services areas and external partners, including Planning, Housing, other local authorities, regional enforcement and Government agencies	Regulatory Services Manager (Commercial)

Objective 4	<b>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses</b>		
Description	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Resilient Communities and Thriving City</li> <li>• 20 Things by 2022 – Purple Flag accreditation</li> <li>• Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities</li> <li>• Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures</li> </ul>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	<p>comply with regulatory standards</p> <p>Provide confidence to reputable businesses who can trade without fear of unlawful competition</p> <p>Provide confidence to victims who have been targeted that their interests will be looked after</p>		
4.7 Regulate businesses and support consumers/residents to protect and improve health	<p>Effective regulatory and enforcement action will be taken to protect vulnerable consumers and to safeguard public health</p> <p>People threatened by doorstep scams and mass marketing scams will receive a prompt and robust response</p> <p>Effective Action will be taken against businesses who have victimised vulnerable consumers</p> <p>A programme of licensing and regulatory assessments will be carried</p>	<p>Effective action will require collaboration with a number of internal services areas and external partners, including Planning, Housing, other local authorities, regional enforcement and Government agencies</p>	Regulatory Services Manager (Commercial)

<b>Objective 4</b>	<b>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport’s residents, visitors and businesses</b>		
<b>Description</b>	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Resilient Communities and Thriving City</li> <li>• 20 Things by 2022 – Purple Flag accreditation</li> <li>• Well-Being Objectives - to promote economic growth and regeneration whilst protecting the environment, to enable people to be healthy, independent and resilient and to build cohesive and sustainable communities</li> <li>• Service plan measures - PAM/023, RS/SI/1, LS/L/027, LR/L/002 and new fraud detection measures</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>
	<p>out in relation to businesses selling age restricted products to children and unsafe goods. This should deliver improved health outcomes for children, reduce risks of antisocial behaviour and improved safety for residents</p> <p>Monitoring licensed businesses to ensure they comply with safeguarding requirements.</p> <p>A successful dog rehoming and kennel service will be provide to protect animal health and welfare</p>		

<b>Objective 5</b>	<b>To extend the range of services and communications available through the medium of Welsh to comply with relevant Welsh Language Standards</b>
--------------------	--

Description	<p>This relates to</p> <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council</li> <li>• Wellbeing Objective 4 - To build cohesive and sustainable communities</li> <li>• Welsh Language Standards</li> </ul>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
<p>5.1 Delivery of Welsh Language Standards applicable to Law and Regulation services.</p> <p>The service area will extend the range of services where customers are offered a choice of language from the first point of contact and encourage the use of Welsh in the delivery of front-line services.</p> <p>Increase Welsh awareness and basic training among staff, to encourage greater use of the Welsh language.</p> <p>Continue to make a positive contribution in relation to the work of the Corporate Welsh Language Group.</p>	<p>Increased compliance with relevant Welsh Language Standards</p> <p>Increased awareness and use of the Welsh language, and increased choice of language in the delivery of front-line services.</p>	<p>Delivery of key Welsh Language Standards will require extensive engagement with staff and services users.</p>	<p>Head of Law &amp; Regulation and Senior Management Team</p>
<p>5.2 To review recruitment policies, specifically in relation to front-line services, such as the Registration Service, to offer greater choice in respect of the conduct of registrations and ceremonies in Welsh.</p>	<p>Larger numbers of staff who are able to provide front-line services through the medium of the Welsh language</p>	<p>Delivery of key Welsh Language Standards will require extensive engagement with staff and services users.</p>	<p>Head of Law &amp; Regulation and Senior Management Team</p>
<p>5.3 The translation of key policy Statements and internal governance documents, such as the Statement of Licensing Policy and corporate decision-making templates, into Welsh.</p>	<p>Increased number of policies and documents available in Welsh.</p>	<p>Translation of key policies and documents will require the involvement of external translators.</p>	<p>Head of Law &amp; Regulation and Senior Management Team</p>

<b>Objective 5</b>	<b>To extend the range of services and communications available through the medium of Welsh to comply with relevant Welsh Language Standards</b>		
<b>Description</b>	This relates to <ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council</li> <li>• Wellbeing Objective 4 - To build cohesive and sustainable communities</li> <li>• Welsh Language Standards</li> </ul>		
<b>Actions</b>	<b>Impact if Achieved</b>	<b>Collaboration and Involvement</b>	<b>Responsible Person</b>

### Actions for the medium and longer term

#### 2019/20

<b>Actions</b>	<b>Links</b>
Explore options with other Gwent authorities for establishing a collaborative arrangement for joint child care legal work	<ul style="list-style-type: none"> <li>• Corporate Plan – Modernised Council</li> <li>• MTFP, change programme</li> </ul>
Undertake a further review of fees and charges to ensure that they reflect the true costs of delivering the services	<ul style="list-style-type: none"> <li>• Corporate Plan – Modernised Council</li> <li>• MTFP, change programme</li> </ul>
Extend the numbers of businesses participating in the Paid For advice scheme and Primary authority arrangements to generate additional revenue and improve compliance with public protection regulations	<ul style="list-style-type: none"> <li>• Corporate Plan – Resilient Communities</li> <li>• Well-Being Objective – to build cohesive and sustainable communities</li> <li>• MTFP</li> </ul>
Refine Strategic Marketing Strategy and Destination Management Plan, deliver key corporate events such as the Food Festival, Festival of Democracy, and the Newport Marathon and increase external sponsorship	<ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>
Continue to strengthen Scrutiny arrangements and the composite work programme	<ul style="list-style-type: none"> <li>• WAO Assessment</li> <li>• Modernised Council</li> <li>• A Fairer Newport</li> </ul>
Continue with the review and re-drafting of the Constitution and corporate governance arrangements.	<ul style="list-style-type: none"> <li>• WAO Assessment</li> <li>• Modernised Council</li> <li>• A Fairer Newport</li> </ul>
Complete and implement community boundaries review in readiness for electoral	<ul style="list-style-type: none"> <li>• Legislation</li> </ul>

review by Local Democracy and Boundary Commission for Wales	<ul style="list-style-type: none"> <li>Well-Being Objective – to build cohesive and sustainable communities</li> </ul>
Continue to extend and improve the use of technology to underpin service change and improvement – legal case management systems, land charges system (linkage to national HMLR database), Public Protection Idox system fully implemented with linkage to new corporate CRM system, coroner’s case management system.	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council</li> </ul>
Adopt and implement Air Quality Action Plans in AQMA’s	<ul style="list-style-type: none"> <li>Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>Well-Being Objectives - to enable people to live healthier lives and to protect the environment</li> </ul>
Extend Pillgwenlly model of multi-disciplinary action to other problem areas of Newport which experience high levels of anti-social behaviour and poor housing conditions, to improve community cohesion and wellbeing.	<ul style="list-style-type: none"> <li>Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>Well-Being Objectives - to enable people to live healthier lives</li> </ul>
Pilot new national performance measures for successful fraud investigations and refine, as necessary, through the WLGA and National Trading Standards Group	<ul style="list-style-type: none"> <li>Corporate Plan – Resilient Communities</li> <li>Well-Being Objective – to build cohesive and sustainable communities</li> </ul>
To continue to develop the range of services available through the medium of Welsh and the numbers of policies and documents translated into Welsh	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council, Aspirational People</li> <li>Legislation – welsh language Measure</li> <li>Well-Being Objective – to build cohesive and sustainable communities</li> </ul>

## 2020/21

<b>Actions</b>	<b>Links</b>
Pilot collaborative arrangements with other Gwent authorities for the establishment of a joint child care legal team and a secure portal with the courts for the electronic transfer and storage of documents in connection with child care cases	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council</li> <li>MTFP, change programme</li> </ul>
Continue to review of fees and charges to ensure that they reflect the true costs of delivering the services	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council</li> <li>MTFP, change programme</li> </ul>
Extend the numbers of businesses participating in the Paid For advice scheme and Primary authority arrangements to generate additional revenue and improve compliance with public protection regulations	<ul style="list-style-type: none"> <li>Corporate Plan – Resilient Communities</li> <li>Well-Being Objective – to build cohesive and sustainable communities</li> <li>MTFP</li> </ul>
Implement Strategic Marketing Strategy and Destination Management Plan, deliver key corporate events such as the Food Festival, Festival of Democracy, and the Newport Marathon and increase external sponsorship	<ul style="list-style-type: none"> <li>Corporate Plan priorities – Modernised Council and Thriving City</li> <li>20 Things by 2022 – Festival of Democracy</li> </ul>



	<ul style="list-style-type: none"> <li>Well-Being Objectives - to promote economic growth and regeneration</li> </ul>
Continue to strengthen Scrutiny arrangements and the composite work programme	<ul style="list-style-type: none"> <li>WAO Assessment</li> <li>Modernised Council <ul style="list-style-type: none"> <li>A Fairer Newport</li> </ul> </li> </ul>
Continue with the review and re-drafting of the Constitution and corporate governance arrangements.	<ul style="list-style-type: none"> <li>WAO Assessment</li> <li>Modernised Council <ul style="list-style-type: none"> <li>A Fairer Newport</li> </ul> </li> </ul>
Undertake Electoral review of in conjunction with Local Democracy and Boundaries Commission for Wales in readiness for local elections in 2022	<ul style="list-style-type: none"> <li>Legislation</li> <li>Well-Being Objective – to build cohesive and sustainable communities</li> </ul>
Continue to extend and improve the use of technology to underpin service change and improvement	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council</li> </ul>
Implement Air Quality Action Plans to stabilise pollution levels in AQMA's.  Other parts of the Council and external organisations continue to reduce their negative impact on air quality.	<ul style="list-style-type: none"> <li>Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>Well-Being Objectives - to enable people to live healthier lives and to protect the environment.</li> </ul>
Further extend Pillgwenlly model of multi-disciplinary action to other problem areas of Newport which experience high levels of anti-social behaviour and poor housing conditions, to improve community cohesion and wellbeing.	<ul style="list-style-type: none"> <li>Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>Well-Being Objectives - to enable people to live healthier lives</li> </ul>
Introduce and measure performance against new national performance measures for successful fraud investigations	<ul style="list-style-type: none"> <li>Corporate Plan – Resilient Communities</li> <li>Well-Being Objective – to build cohesive and sustainable communities</li> </ul>
To continue to develop the range of services available through the medium of Welsh and the numbers of policies and documents translated into Welsh	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council, Aspirational People</li> <li>Legislation – welsh language Measure</li> <li>Well-Being Objective – to build cohesive and sustainable communities</li> </ul>

## 2021/22

Actions	Links
Formalise arrangements with other Gwent authorities for the establishment of a joint child care legal team and implement secure portal with the courts for the electronic transfer and storage of documents in connection with child care cases. Explore options for extended the range of shared legal services	<ul style="list-style-type: none"> <li>Corporate Plan – Modernised Council</li> <li>MTFP, change programme</li> </ul>

Continue to review of fees and charges to ensure that they reflect the true costs of delivering the services	<ul style="list-style-type: none"> <li>• Corporate Plan – Modernised Council</li> <li>• MTFP, change programme</li> </ul>
Extend the numbers of businesses participating in the Paid For advice scheme and Primary authority arrangements to generate additional revenue and improve compliance with public protection regulations	<ul style="list-style-type: none"> <li>• Corporate Plan – Resilient Communities</li> <li>• Well-Being Objective – to build cohesive and sustainable communities</li> <li>• MTFP</li> </ul>
Implement Strategic Marketing Strategy and Destination Management Plan, deliver key corporate events such as the Food Festival, Festival of Democracy, and the Newport Marathon and increase external sponsorship	<ul style="list-style-type: none"> <li>• Corporate Plan priorities – Modernised Council and Thriving City</li> <li>• 20 Things by 2022 – Festival of Democracy</li> <li>• Well-Being Objectives - to promote economic growth and regeneration</li> </ul>
Continue to strengthen Scrutiny arrangements and the composite work programme in readiness for local government elections in 2022	<ul style="list-style-type: none"> <li>• WAO Assessment</li> <li>• Modernised Council <ul style="list-style-type: none"> <li>• A Fairer Newport</li> </ul> </li> </ul>
Complete the review and re-drafting of the Constitution and corporate governance arrangements in readiness for local government elections in 2022.	<ul style="list-style-type: none"> <li>• WAO Assessment</li> <li>• Modernised Council <ul style="list-style-type: none"> <li>• A Fairer Newport</li> </ul> </li> </ul>
Prepare for local government elections in 2022 in the light of the Electoral review and new legislation relating to reduced voting age, and electoral arrangements.	<ul style="list-style-type: none"> <li>• Legislation</li> <li>• Well-Being Objective – to build cohesive and sustainable communities</li> </ul>
Continue to extend and improve the use of technology to underpin service change and improvement	<ul style="list-style-type: none"> <li>• Corporate Plan – Modernised Council</li> </ul>
Implement Air Quality Action Plans to improve pollution levels in AQMA's.  Other parts of the Council and external organisations continue to reduce their negative impact on air quality	<ul style="list-style-type: none"> <li>• Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>• Well-Being Objectives - to enable people to live healthier lives and to protect the environment.</li> </ul>
Further extend Pillgwenlly model of multi-disciplinary action to other problem areas of Newport which experience high levels of anti-social behaviour and poor housing conditions, to improve community cohesion and wellbeing.	<ul style="list-style-type: none"> <li>• Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>• Well-Being Objectives - to enable people to live healthier lives</li> </ul>
Review and update all existing PSPO's and Licensing Policies, as necessary	<ul style="list-style-type: none"> <li>• Corporate Plan priorities –Resilient Communities and Thriving City</li> <li>• Well-Being Objectives - to enable people to live healthier lives</li> <li>• Legislation.</li> </ul>
Bench mark performance against other Welsh councils in relation to new national performance measures for successful fraud investigations	<ul style="list-style-type: none"> <li>• Corporate Plan – Resilient Communities</li> <li>• Well-Being Objective – to build cohesive and sustainable</li> </ul>

	communities
To continue to develop the range of services available through the medium of Welsh and the numbers of policies and documents translated into Welsh	<ul style="list-style-type: none"> <li>• Corporate Plan – Modernised Council, Aspirational People</li> <li>• Legislation – welsh language Measure</li> <li>• Well-Being Objective – to build cohesive and sustainable communities</li> </ul>

## Performance Indicators

Measure Name	Reference Number e.g. PAM/001 (if existing measure)	Type e.g. SP, PAM, IP	Performance 17/18	Target 18/19
Food establishments broadly compliant	PAM/023	Public Accountability Measure	95%	95.16%
Percentage of public protection fraud investigations successfully concluded	NEW	This indicator will be piloted in 2018-19, with a view to introducing it in 2019-20	N/A	85%
Average value of fraud investigations successfully concluded	NEW	This indicator will be piloted in 2018-19, with a view to introducing it in 2019-20	N/A	£7,500
Legal searches in 5 days	LS/L/008	Service Plan	94.19%	96%
Legal prosecutions issued within in 20 working days	LR/L/001	Service Plan	80.70%	85%
Total number of social media followers (per quarter)	HRP/041	Service Plan	26,933	27,000
Customers seen within 10 minutes %	LS/L/021	Service Plan/General Register Office	98.65%	98%
Regulatory Services significant issues resolved within 6 months	RS/SI/1	Service Plan	91.2%	92%
% ASB incidents resolved by wardens	LS/L/027	Service Plan	93.96%	92%
Customer complaints answered in timescales	C&I/L/013	Common Measure	50%	80%
Employee Sickness		Common Measure	10.61days	7 days
Employee Sickness Long Term		Common Measure	7.59 days	5.01 days
Employee Sickness Short Term		Common Measure	3.02 days	1.99 days
Return to work in 7 calendar days	NHR/010	Common Measure	73.19%	90%
Common	FIN/L/013	% agreed management actions implemented in 6 months (Internal Audit)	N/A	NEW

**Resources**

**Workforce Planning Data**

Headcount	231
FTE	164.76
Permanent	181

Gender	
Female	151
Male	80

Disability	
No	214
Not Disclosed	4
Not Recorded	11
Yes	2

Age	
16-24	7
25-44	89
45-64	128
65-74	7

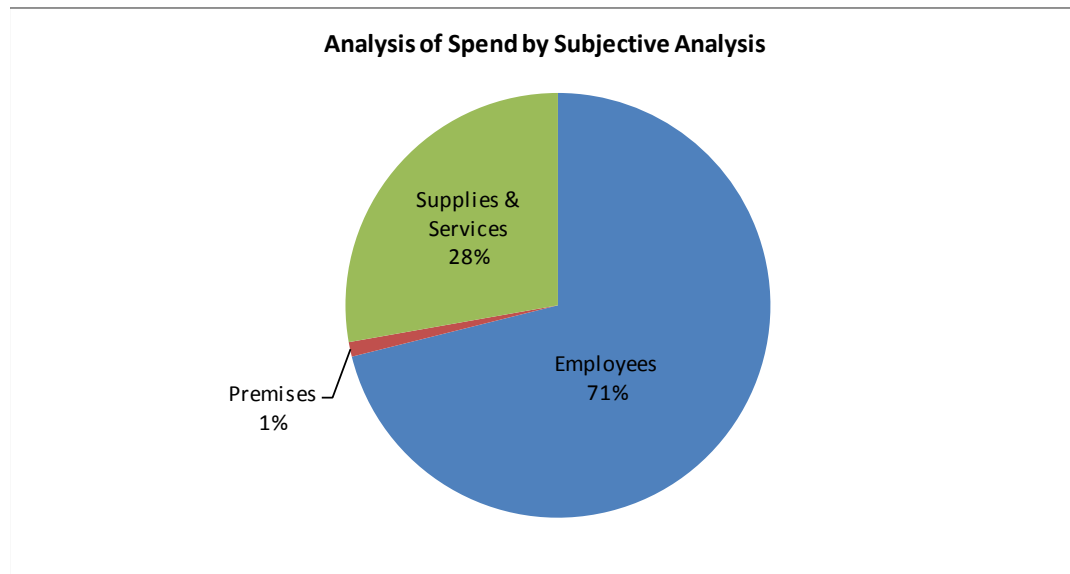
Ethnicity	
Other Ethnicity	4
Not disclosed	1
Not recorded	2
White	223
Would prefer not to specify	1

Competency	Welsh Language Skills			
	None	Beginner	Intermediate	Advanced
Reading	167	27	4	7
Spoken	166	29	4	7
Understand	160	34	5	7
Written	170	24	5	6

**2018/19 Budget**

		£'m
<b>Law &amp; Regulation</b>	Employees	6.4
	Premises	0.1
	Supplies & Services	2.5
	Income	- 2.1
<b>Law &amp; Regulation Total</b>		<b>6.9</b>

		£'m
<b>Law &amp; Regulation</b>	Comms + Marketing	0.6
	Democratic Services	1.6
	Electoral Reg	0.2
	Legal	2.1
	Public Protection	2.3
	Registrars	0.1
<b>Law &amp; Regulation Total</b>		<b>6.9</b>



FTEs by service Area	
Comms + Marketing	13.0
Democratic Services	10.0
Electoral Reg	4.0
Legal	36.2
Public Protection	90.9
Registrars	12.1
<b>Total</b>	<b>166.2</b>

2018/19 approved capital budget (as per Feb Council)

£'m  
0

## Risk

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
Failure to meet increasing service demands and the requirements of new legislation due to budgetary pressures and the need to reduce staffing and other resources	Increased use of technology and increased fee income will assist in meeting budgetary pressures. However, key statutory services can only be sustained by discontinuing non-essential enforcement work and reducing all discretionary services to an absolute minimum	On-going as part of service planning and MTFP process.	3	2	Medium	Head of Law & Regulation
Failure to delivery key projects on time and within budget would have a significant detrimental impact upon the regeneration of the City and the delivery of services	Key regeneration projects continue to be delivered in accordance with agreed timetables, although certain economic and financial factors are beyond the Council's control	On-going	2	2	Low	Head of Law & Regulation/Chief Legal Officer
The transfer of the local land charges function to the Land register could have a significant impact upon service delivery and a loss of revenue. The Council would have to maintain the statutory registers and also deal with the CON29 additional enquiries but the statutory fees would be payable to the Land registry	The Government has already confirmed its intention to pass the necessary legislation and initial meetings have been held with the land registry to discuss the feasibility of the transfer and the compatibility of back-office systems. However, it is understood that funding may be provided to assist with the additional costs of the transfer process. There are no other mitigation measures that the Council can put in place.	In line with Government programme for service transfer	4	5	High	Chief Legal Officer