

# Report

## Cabinet Member for Regulatory Functions

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### Part 1

Date: 31 July 2015

Item No:

**Subject** Law and Regulation Service Plan 2015/16

**Purpose** To seek a Cabinet Member decision to approve the Service Plan for 2015/16

**Author** Head of Law & Regulation

**Ward** All

**Summary** The Local Government Measure 2009 places a duty upon local authorities to: “make arrangements to secure continuous improvement in the exercise of their functions”. In order to discharge this duty, the Authority must be able to demonstrate the improvement made through its performance planning and reporting processes. Consequently, the Authority’s 2015/16 Service Plans are detailed planning documents underpinned by the following key principles:

- Defining outcomes for the service area
- Demonstrating progress (What will we do? What is the impact on service users? How will we evidence we have done it?)
- Aligning financial resources with planned activity
- Considering regulators recommendations

The Service Plan includes details of Service Area Outcomes, the key priorities for the service area and how they will be measured, the action plan details the actions for the year and other supporting information including risks, regulators proposals and equalities and welsh language requirements.

**Proposal** To approve the Service Plan 2015/16

**Action by** Head of Service

**Timetable** Immediate

This report was prepared after consultation with:

- Head of Finance - Chief Financial Officer
- Head of People and Transformation

**Signed**

## **Background**

- 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 service plan describes the top risks facing the service area and why they are significant.

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

- The service plan includes important threads about how the outcomes of strategies and projects link to the Improvement Objectives in the Improvement Plan

## **Options Available**

Option 1 – to approve the Service Plan

Option 2 – not to approve the Service Plan

## **Preferred Option and Why**

The preferred option is 1. The Service Plan provides important direction to the service area and demonstrates important links with the Council's Improvement Plan and other key Council plans and strategies

## **Comments of Chief Financial Officer**

Service Plans have been constructed based on the approved Medium Term Financial Plan and as a result there are no financial implications arising from them. A major part of Service Planning in 2015/16 is the delivery of efficiency savings in the budget and those activities underpinning the savings form key strands of the Plans.

## **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.

## **Staffing Implications: Comments of Head of People and Business Change**

Any actions arising from the draft plan that have additional human resources implications will need to be the subject of a separate report to the Cabinet Member HR, People and Business Change.

In terms of performance management implications, the service plan has been developed in accordance with appropriate guidance. The guidance and associated service plan address the Wales Audit Office Proposals for Improvement that relate to performance management and setting clear outcomes and priorities.

## **Local issues**

None

## **Scrutiny Committees**

A verbal update will be provided at the relevant Scrutiny Committee meeting.

## **Equalities Impact Assessment**

Set out in the Service Plan.

## **Background Papers**

Service Plan 2015/16 attached

Dated: 31 July 2015

# Law and Regulation Service Area Service Plan 2015/16

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## Part 1a: Introduction and Foreword

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 Head of Law and Standards is the Solicitor to the Council and statutory Monitoring Officer under Section 5 of the Local Government and Housing Act 1989. He is also the responsible officer for ethical standards and codes of conduct under the Local Government Act 2000. The Chief Legal Officer deputises for the Head of Law and Standards and discharges these statutory responsibilities in his absence. The Chief Democratic Services Officer is the designated Head of Democratic Services under the Local Government (Wales) Measure 2011.

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.

Although the budget has been stabilised in the short term, it will be necessary in the longer term to develop further efficiencies through collaboration and the greater use of technology, if the current level and standard of service is to be maintained and improved. At the same time, we need to ensure that the service is resilient and flexible enough to meet the demands of complying with new legislation, particularly the plethora of new legislation relating to local government reforms and the additional enforcement duties imposed by the Housing (Wales) Act and the Public Health (Wales) Act.

The transfer of Marketing and Communications and, subsequently, Public Protection to this service area, following the senior management review, provides an opportunity to explore options for greater integration of services, with greater synergy in areas of legal and public protection work and closer alignment of communications to the corporate governance process.

There are no formal collaboration or partnership arrangements in place for the delivery of any of the Services. Informal collaborative and joint working arrangements are in place with neighbouring authorities for shared Legal Services and Trading Standards. Informal arrangements are also in place for joint Scrutiny, with specific Joint Scrutiny Committees established for the EAS and Prosiect Gwyrdd.

## **Part 1b: Background and Overview**

The Law and Regulation Service is part of the Corporate Services group and comprises six distinct sections, namely

- Legal, including Insurances and Local Land charges.
- Democratic Services, including Overview and Scrutiny and the Mayoralty
- Elections and Electoral Registration
- Registration of Births, Deaths and Marriages
- Public Protection.
- Marketing and Communications

These sections undertake a diverse range of statutory, professional and regulatory services, providing support for other service areas and Members of the Council and also providing some services directly to the public.

This includes the provision of a comprehensive Legal service, a corporate governance role in monitoring the legality and propriety of Council decisions and the provision of advice and support to Councillors in relation to their decision-making roles and their Scrutiny functions.

The Marketing and Communications Team provide a centralised communication and engagement service, to inform, educate and meet the

needs of all staff, local residents and key stakeholders, to promote services and enhance the Council's reputation.

The Public Protection Service undertakes a wide range of regulatory and enforcement work covering all aspects of the Council's statutory functions in relation to Environmental Health, Trading Standards, Animal Health, Licensing, Community Safety and CCTV.

Direct public services include Local Land Charges, Electoral Registration and the Registration Service for births, deaths and marriages.

## Part 1c: Resources

### Staffing and Budget.

The Law and Standards Service area employs **211 FTE** posts, and has a total net operating budget for 2014/15 of **£6,473,606**, made up as follows:-

Service	Expenditure £	Fee Income £	No. of Employees
Head of L&R	97,360		1
Legal Services	992,470		22
Local Land Charges	46,985	112,496	3
Insurances (including premiums)	817,611		6
Elections & Electoral Registration	213,511		4
Democratic Services	383,457		12
Annual Subscriptions	101,104		
Members Allowances	1,078,074		
Neighbourhood Funds	25,000		
Mayoralty and Civic Events	34,929		1
Registration Service	431,251	360,303	35
PR and Communications.	589,189		16

Marketing and Tourism	135,501		
Environmental Health & Housing	1,060,782	184,181	39
Licensing	321,642	397,192	8
Trading Standards	609,470	104,693	22
Dog Control	140,236	25,727	8
Community Safety/CCTV	863,478	283,852	34
<b>TOTAL</b>	<b>7,942,050</b>	<b>1,468,444</b>	<b>211</b>
<b>NET BUDGET</b>	<b>£6,473,606</b>		

Over 85% of the net operating budget is comprised of staffing and employment related costs. There are further corporate elements of the budget that are held centrally, over which we have no control, such as Members Allowances and Insurance premiums. Less than 10% of the available budget is comprised of supplies and services.

A review will be undertaken of the structure and workforce within Marketing and Communications following the transfer of these functions to Law & Standards. A further review will also need to be carried out of the remaining staffing structures in the medium term as part of the “New Ways of Working” project, in accordance with the MTFP, and in the light of new legislative changes.

#### **Budget Projections 2015/16 to 2019/20**

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget (including Inflationary allowances)	6,819	6,538	6,219	5,994	6,054
Potential savings/efficiencies	345	380	284	0	0

Total savings/efficiencies	345	380	284	0	0
Budget net of savings/efficiencies	6,474	6,158	5,935		

In addition to staffing resources, property assets include shared office accommodation within the Civic Centre and the Information Station (Licensing), the statutory Registration Office and Approved Premises at the Mansion House, Stow Park Circle, the Dog Kennels and Lodge at Stevenson Street, the Community Safety accommodation at Telford Street and the CCTV offices. A list of maintenance contracts, operational vehicles, furniture and equipment is set out the in service asset registers and individual Business Plans.

## **Part 2 – Customer’s needs and links to other plans and strategies (parts 2a and 2b)**

### **Part 2a: Understanding our customers’ needs / Population demographics and considerations**

<b>Defining our customers</b>	<b>What do we know about their needs</b>	<b>What do we need to know to understand the needs of our customers better</b>
Internal Service areas within the Council	Service needs are assessed and planned through annual questionnaires and time recorded case management information for legal work. Last year, 96.6% of those surveyed rated the Legal service as good or excellent. Where issues were raised, this was followed up with one-to-one meetings and service improvements agreed.	The need for professional support services are demand-led and require regular reviews and re-prioritising. Surveys are being undertaken to assess the changing demand for future legal work in the light of shared services and collaboration, so this can be factored into the delivery models for joint legal services



<p>Members of the Council (elected and co-opted)</p>	<p>50 elected Councillors and various independent and co-opted members of Audit and Standards Committees and Scrutiny. Needs are assessed through annual training and development plans and through annual questionnaires and surveys. 86% rated the service as good or excellent last year. Where issues were raised, action was taken to improve the service</p>	<p>Individual annual Training and Development plans for Councillors will help to identify priorities for member support and training. Democratic Services Committee will be used as the vehicle for identifying the need for constitutional and governance improvements.</p>
<p>Service users of the Registration Service</p>	<p>Data is held in Registration Service records to show numbers of service users and to establish level of demand. Other general customer and population surveys such as Experian, UNA and Census assist with demographics and key characteristics, to establish the likely future demand for these registration services. Consultation with stakeholders was last carried out in September 2012 when views were sought from Approved Premise licence holders on the proposal to extend ceremony times.</p>	<p>More detailed customer surveys need to be undertaken at the point of access to establish where the current service can be extended and improved. Information about the service is available on the Registration service pages of the Council's website as well as brochures for Ceremony Services and "Tell Us Once". A Customer Feedback Scheme for complaints/ compliments/ suggestions will be accessible in paper format at the Mansion House, the Information Station or via the Council website.</p>
<p>Electors</p>	<p>The register of electors and Council tax records are used to establish the level of electoral registration. Annual canvasses are carried out to update the register. Data is also held locally and by the Electoral Commission to establish the turn-out at elections.</p>	<p>The change to Individual Electoral Registration and "on-line" registration has required a fundamental review of the service. Data-matching and personal canvassing has increased the level of registration on the register of electors to 107,000 prior to the last general Election</p>

Solicitors, Registered Conveyancers and Local search agents	The Uniform Land Charges system records the volume of searches being submitted, the identity of the customers and turn-around times for completing the searches. Approximately 1300 written searches are processed annually and 99% of all searches are processed within 5 working days.	Further assessments will need to be carried out as part of a national initiative to develop e-Conveyancing and the demand for electronic searches on-line. Government proposals will involve the centralisation and transfer of statutory local searches to the Land Registry and this will necessitate changes in working practices.
Public Protection delivers a wide range of statutory regulatory functions covering the entire business community. The services comes into contact with everyone who comes into Newport and with people from much further afield who buy or use goods and services originating from the City.	The profile of service users and their public protection needs can be established from the data built up over many years from inspections and service requests and from information extrapolated from other council services. Smaller, local businesses require more support to comply and less advantaged residents generally require more assistance in tackling potentially exploitative contracts.	Dialogue will be maintained through Business forums such as PubWatch, Business Improvement District and the Landlords' Forum and via the Council's Business Support Team and by gathering intelligence from other Council teams and other regulators.

## Part 2b: Links to Other Plans and Strategies

### Corporate Plan

The Service plays a pivotal role in supporting front line services and facilitating the delivery of all the objectives set out in the Corporate Plan, in particular the vision for a Learning and Working City, a Greener and Healthier City and a Safer City. We will help to achieve a strong, healthy local economy through the delivery of key regeneration projects such as the City Centre redevelopment and in promoting social, economic and environmental well-being. Legal Services, Licensing, Environmental Health, Trading Standards and the CCTV Warden services are all instrumental in creating a safe environment for Newport's residents, visitors and businesses. Front line services are constantly striving

to secure improvements in the range and quality of services being provided and to respond to the changing needs of their customers

Single Integrated Plan – The work of the service area underpins the objectives of the One Newport LSB and the shared delivery of the Single Integrated Plan, particularly key projects in relation to crime and disorder, economic regeneration, health and well-being and community safety

New Legislation and Guidance - The objectives within the Service Plan are also dictated, to a large extent, by the requirements of new legislation and statutory Guidance, particularly the Local Government (Wales) Measure 2011, the Education (Wales) Act, the Social Services and Well-Being (Wales) Act 2014 and the Marriage (Same Sex) Couples Act 2013, the Housing (Wales) Act 2015 and the Public Health (Wales) Act 2015.

The Service Plan is supported by the following longer-term plans and strategies

- Business Unit Plans and Business Continuity Plans (Legal Section, Public protection, Democratic Services, Elections and Electoral Registration and the Registration Service)
- Medium Term Financial Plan
- Assets and Contracts Registers
- Communications and Marketing Strategy
- Housing Strategy
- Safer Newport and Disease Outbreak Plans
- Licensing and enforcement policies, including the Wales Defined National Enforcement Priorities

## Part 3 – Service Area outcomes Action plan (parts 3a and 3b)

### Section 3a: Service Area Outcomes

Service Area Outcome	What does success look like?	What difference will it make?
<p><u>Outcome 1.</u></p> <p>To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.</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>The key objective is to modernise the way in which the services are provided, to deliver further efficiencies through shared services and collaboration and to ensure that there is greater resilience to respond to changes in demand.</p> <p>Discretionary services will be reduced to a minimum or discontinued altogether. Statutory enforcement work will be prioritised and only essential or mandatory work will be undertaken</p> <p>Greater use of technology and development of back-office systems in accordance with key milestones under the New Ways of</p>	<p>A better, more responsive service, focused on delivering essential statutory services, with reduced cost and greater efficiencies</p> <p>Collaborative arrangements for the delivery of key professional and regulatory services and increased use of technology should provide greater resilience and improved efficiencies, leading to improved quality of performance.</p> <p>The achievement of a strong, healthy local economy, and improvements to the social, economic and environmental well-being of the City</p>

	<p>Working project should deliver improved efficiencies. A more flexible workforce will be better equipped to respond to service demands</p> <p>The successful delivery of key Corporate projects within agreed timescales.</p>	
<p><u>Outcome 2.</u></p> <p>To improve constitutional and corporate governance arrangements</p>	<p>Corporate governance arrangements will be reviewed to 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) Bill.</p> <p>Decisions 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 and re-drafting of the Council's Constitution will provide greater transparency and fairness.</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>Individual training and development plans for members should enable and empower them to discharge their governance and representational roles more effectively. Forward 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><u>Outcome 3</u></p> <p>To increase awareness among staff, citizens, businesses and others about what the Council is doing and why.</p>	<p>The work of the Council is presented in a clear and balanced manner, ensuring that the strategic and operational actions of the Council are regularly presented to the appropriate audiences. Stakeholders of the Council are informed of actions taken by the council that may have an impact on them.</p> <p>Measure: Coverage of Council communications in a variety of channels including direct to stakeholder and via third parties.</p>	<p>Stakeholders will feel informed of the work and actions of the Council, and will understand the strategic context or local implications of the council's activities.</p>
<p><u>Outcome 4</u></p> <p>To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses.</p>	<p>High risk businesses will be targeted.</p> <p>Significant breaches of Public Protection legislation will be detected and resolved, or else appropriate enforcement action taken. Businesses will be licensed where appropriate or else action is taken to refuse, revoke, suspend or impose conditions on their licence.</p> <p>Food businesses will be improving and brought into a state of compliance</p> <p>Incidents of antisocial behaviour will be responded to and resolved</p>	<p>Consumers/ residents will be more confident that businesses are selling them goods and services that are not misleadingly marketed and are safe to use –that business premises /homes are safe and do not cause a nuisance.</p> <p>People will know how clean a food premises is before they choose to eat in it, as its inspection rating will be displayed externally Residents will enjoy a safer, better quality of life</p>

## Part 3b: Action Plan

<b>Outcome 1: To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.</b>			
Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 1A</u></p> <p>To undertake a comprehensive “root and branch” review of the service structure and budgets in the light of the MTFP savings.</p>	<p>Links to MTFP and Change Programme and the need to stabilise the budget and deliver efficiency savings.</p> <p>Corporate Assessment will necessitate ensuring that resources are sufficient to provide support for members and maintain robust corporate governance arrangements.</p>	<p>To provide more effective leadership and development of the Service and to deliver efficiency savings in accordance with the change programme and the MTFP.</p> <p>Review structures in the light of the Senior Management Review and implement any reorganisation proposals by November 2015.</p> <p>Identify and implement any staffing changes required to accommodate efficiencies- by November 2015.</p> <p>Undertake a review of administrative support and implement any efficiencies in the light of the New Ways of Working project – November 2015</p>	<p>Head of Law &amp; Standards and Senior Management team.</p>

**Outcome 1:****To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.**

<b>Key Actions/Plans/Projects</b>	<b>Links to</b>	<b>Success Criteria</b>	<b>Responsible Officer</b>
<p><u>Action 1B</u></p> <p>To undertake a 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>	<p>Links to MTFP and Change Programme and the need to stabilise the budget and deliver efficiency savings.</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>High risk of not fulfilling statutory duties and not complying with new legislation unless efficiencies are delivered and services are reduced and prioritised.</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>Discretionary services will be reduced to a minimum or discontinued altogether. Statutory enforcement work will be prioritised and only essential or mandatory work will be undertaken</p> <p>Review to be completed by October 2015.</p>	<p>Head of Law &amp; Standards and Senior Management team</p>



**Outcome 1:****To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.**

<b>Key Actions/Plans/Projects</b>	<b>Links to</b>	<b>Success Criteria</b>	<b>Responsible Officer</b>
<p><u>Action 1C</u></p> <p>Greater use of technology and development of back-office systems to deliver improved efficiencies</p>	<p>Links to Change and Efficiency Programme and MTFP.</p> <p>Performance Measures L&amp;S/L/08/012 TRADSTD1 ENVHLT1</p>	<p>Greater use of technology and development of back-office systems in accordance with key milestones under the New Ways of Working project should deliver improved efficiencies. A more flexible workforce will be better equipped to respond to service demands</p> <p>Integration of Legal case management system with Corporate EDMS – on-going to March 2016</p> <p>Review of back-office Administration and systems -by October 2015. Back-office systems are more streamlined, with increased efficiencies and productivity.</p> <p>Explore options for migrating from Uniform database and software for Public Protection and Local Land Charges, to deliver improved efficiencies and cost-savings – on-going to march 2016</p>	<p>Head of Law &amp; Standards and Senior Management team</p> <p>Chief Legal Officer</p> <p>Head of Law &amp; Standards and Senior Management team</p> <p>Chief Legal Officer/Public Protection Manager</p>

**Outcome 1:****To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.**

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 1D</u></p> <p>Identify options for efficiency savings and improved service delivery through joint working and collaboration</p>	<p>Shared Legal and Regulatory Services is a requirement of the Welsh Government White Paper for local government reorganisation</p> <p>Links to Change and Efficiency Programme and MTFP.</p> <p>Performance Measures L&amp;S/L/08/012 TRADSTD1 ENVHLT1</p>	<p>Implement fibre network connections and new CCTV cameras to upgrade and improve remote monitoring services. Relocate CCTV control centre to the Civic Centre. On-going to March 2016.</p> <p>Develop secure portal with Court service for the electronic transfer and storage of documents in connection with child care cases – by March 2016.</p> <p>This should facilitate continuous improvement through standardised working practices across authorities, pooled resources and expertise. Formal collaboration will also improve training and development opportunities for staff, with greater in-house capacity and capability.</p> <p>Develop further pilots for shared Insurance claims work and child care legal work and reduce expenditure on external legal fees – March 2016</p> <p>Performance Measures L&amp;S/L/08/09/012</p>	<p>Public Protection Manager</p> <p>Chief Legal Officer</p> <p>Chief Legal Officer</p>

**Outcome 1:****To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.**

<b>Key Actions/Plans/Projects</b>	<b>Links to</b>	<b>Success Criteria</b>	<b>Responsible Officer</b>
		Develop Animal Health collaboration and other collaborative arrangements with Gwent Trading Standards authorities – on-going to March 2016  Negotiate SLA's with Monmouthshire and Torfaen for the provision of CCTV monitoring services and generate additional fee income to meet MTRP targets – December 2015.	Public Protection Manager  Public Protection Manager
<u>Action 1E</u>  Undertake a further review of discretionary fees and charges for the Registration Service, Public Protection and Local Land Charges to maximise income generation	Links to Change and Efficiency Programme and MTFP.  Performance Measure L&S/L/08	Fee Review to be undertaken and fee structure approved by Cabinet Member in December 2015  Fee income is increased, whilst maintaining the quality and demand for the services.	Head of Law & Standards and Senior Management team
<u>Action 1F</u>  Implement Individual Electoral Registration and improve electoral registration numbers	To comply with the statutory requirements of the Electoral Registration and Administration	Successful implementation of Individual electoral registration in accordance with statutory timescales.	Head of Law & Standards and Electoral

**Outcome 1:****To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.**

<b>Key Actions/Plans/Projects</b>	<b>Links to</b>	<b>Success Criteria</b>	<b>Responsible Officer</b>
	<p>Act 2013 and statutory Guidance.</p> <p>Links to Corporate Plan – IER should contribute towards making Newport a Fairer City</p>	<p>Improved electoral registration numbers in run-up to Welsh Government and PCC elections in May 2016</p> <p>Strategy for Household Enquiry Forms canvass in October 2015 and further data matching. New electoral register published in December 2015</p>	<p>Registration Officer</p>
<p><u>Action 1G</u></p> <p>To undertake a customer satisfaction survey for the Registration Service.</p>	<p>To provide our customers with the type and quality of services that they require in the most efficient and cost-effective manner.</p> <p>Customer engagement and satisfaction surveys were a recommendation of the last GRO inspection Report.</p>	<p>Undertake customer satisfaction questionnaire by December 2015</p> <p>Consider areas for improvement and implement any service changes (within existing resources) by March 2016</p> <p>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 GRO.</p>	<p>Registration Service manager</p>

**Outcome 1:****To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources.**

<b>Key Actions/Plans/Projects</b>	<b>Links to</b>	<b>Success Criteria</b>	<b>Responsible Officer</b>
		Performance measures L&S/L/021	
<u>Action 1H</u>  To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models	The development of a strong and confident local economy and sustainable development will contribute towards making Newport a Caring, Greener and Healthier and Learning and Working City.  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.	Key milestones will continue to be met in relation to the delivery key City Centre Redevelopment Projects, including Friar's Walk, VVP and the market Quarter.  The final phases of the Old Town Dock regeneration scheme will be completed in accordance with the Legal Agreement.  On-going legal advice will be provided on alternative models for service delivery, service transformation projects and efficiency reviews.	Head of Law & Standards/Chief Legal Officer

## Outcome 2: To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 2A</u></p> <p>To undertake a whole-scale review and re-drafting of the Council's Constitution and Standing Orders</p>	<p>WAO Corporate assessment recommendation 2.2</p> <p>The written constitution has not been substantially reviewed and re-drafted since 2002. Piecemeal amendments mean that there are inconsistencies within different sections that need to be corrected. The format of the modular constitution is not user-friendly or easy to navigate and is need of whole-scale revision.</p> <p>A corporate governance strategy needs to be developed and a review of internal</p>	<p>A new modular constitution will be prepared, based on the standard Welsh model developed by ACSeS Wales, and reported to Democratic Services Committee for approval and 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>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 and re-drafting of the Council's Constitution will provide greater transparency and fairness. The review of the whole Constitution will be on-going to March 2016.</p>	<p>Head of Democratic Services/Head of Law &amp; Standards</p>

## Outcome 2: To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
	<p>governance arrangements undertaken.</p> <p>Improved fairness and transparency in relation to the decision-making process and the reasons for decisions will contribute towards making Newport a Fairer City</p>		
<p><u>Action 2B</u></p> <p>Improve and strengthen Scrutiny arrangements in accordance with National Scrutiny Survey and Corporate assessment</p>	<p>WAO Corporate Assessment Recommendation 2.5</p> <p>Improved fairness and transparency in relation to the decision-making process and the reasons for decisions will contribute towards making Newport a Fairer City</p> <p>Joint Scrutiny arrangements are a statutory requirement under</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>Further develop and implement Composite Work Programme for Cabinet and for Scrutiny Committees in conjunction with Scrutiny Improvement Group to ensure delivery of key policies and priorities within agreed timescales- on-going to March 2016.</p>	<p>Head of Democratic Services/Head of Law &amp; Standards</p>

## Outcome 2: To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
	<p>the Local Government (Wales) Measure 2011 and the Local Government (Democracy) (Wales) Act.</p>	<p>Deliver Action Plan for Scrutiny Improvement in accordance with agreed timescales</p> <p>The development of joint Scrutiny arrangements with other authorities 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><u>Action 2C</u></p> <p>To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports.</p>	<p>WAO Corporate Assessment Recommendation 2.6</p> <p>The development of member training plans and arrangements for members to publish annual reports are legal requirements of the Local Government (Wales) Measure 2011.</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>Skills appraisal and development of individual training plans to be extended to all Members by March 2016.</p> <p>Roles and responsibilities, accountability and relationships between Members to be clarified</p>	



## Outcome 2: To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
		and set out in the revised constitution – by March 2016	
<p><u>Action 2D</u></p> <p>To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities</p>	<p>Improved fairness and transparency and ethical standards will contribute towards making Newport a Fairer City</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- on-going to March 2016.</p> <p>Standards Committee continues to discharge its statutory responsibilities effectively and meets the requirements of new legislation</p>	<p>Head of Law &amp; Standards/Chief Legal Officer</p>

**Outcome 3: To increase awareness among staff, citizens, businesses and others about what the Council is doing and why**

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 3A</u></p> <p>Communication of key challenges, council initiatives and change programmes that affect or require staff awareness, input and engagement.</p>	<p>Corporate Plan and Improvement Plan</p> <p>Performance Measure HRP/041</p>	<p>Regular dissemination of internal communications.</p> <p>Communications designed to reach all workers with both online and off-line information requirements.</p> <p>Communication of core message of Improving People's Lives.</p>	<p>Strategic Marketing &amp; Communications Manager</p>
<p><u>Action 3B</u></p> <p>Development of corporate Marketing Strategy, identifying corporate priorities and key objectives.</p>	<p>Corporate Plan and Improvement Plan</p> <p>Links to Change and Efficiency Programme and MTFP</p>	<p>Scrutiny review and development of draft Marketing Strategy by Policy Review Group to be completed by October 2015 and recommendations made to Cabinet Member</p> <p>Marketing Strategy to be adopted by December 2015</p> <p>Delivery of strategic marketing in accordance with corporate priorities and available budget.</p> <p>Annual marketing plans to support the business</p>	<p>Strategic Marketing &amp; Communications Manager</p>

**Outcome 3: To increase awareness among staff, citizens, businesses and others about what the Council is doing and why**

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
		<p>objectives of each service area.</p> <p>The timely and cost-effective implementation of requested marketing campaigns, in accordance with strategy and approved budgets.</p>	
<p><u>Action 3C</u></p> <p>Clearly communicating the aims and services of the Council to staff, councillors and externally to stakeholders.</p>	<p>Corporate Plan and Improvement Plan</p> <p>Performance Measure HRP/041</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>Strategic Marketing &amp; Communications Manager</p>
<p><u>Action 3D</u></p> <p>Develop and implement an appropriate engagement and communication strategy that both communicates the new mission and organisational framework, and also supports cultural changes within the organisation.</p>	<p>Corporate Plan and Improvement Plan</p> <p>Links to Change and Efficiency Programme and MTFP</p>	<p>A plan delivered with the people and resources capable of implementing the organisational framework and delivering subsequent service changes.</p>	<p>Strategic Marketing &amp; Communications Manager</p>

**Outcome 4: To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses**

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 4A</u></p> <p>To improve the detection and resolution of significant breaches/issues of public protection legislation. High risk business will be targeted</p>	<p>Safer and Fairer City One Newport priorities-ASB and city centre Risk Mitigation re non compliance with statutory duties</p> <p>Performance Measures PPM/009/TRADSTD1/ENVHLT1</p>	<p>Increase the detection of the no. of Significant breaches/issues of public protection legislation detected and resolved.</p> <p>All high risk business will be targeted</p>	<p>Public Protection Manager</p>
<p><u>Action 4B</u></p> <p>Food businesses will be improving and brought into a state of compliance</p>	<p>Safer and Fairer City Risk Mitigation re non compliance with statutory duties</p> <p>Performance Measures PPM/009</p>	<p>Food businesses will be more compliance</p>	<p>Public Protection Manager</p>

**Outcome 4: To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses**

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 4C</u></p> <p>Review the existing city centre Alcohol Exclusion Zone and turn it into a more effective Public Space Protection Order under the new ASB Act2014</p>	<p>One Newport priorities-ASB Safer and Fairer City</p>	<p>Scrutiny Report – July 2015 Policy Review Group to undertake public engagement and consultation on range of options for controlled activities.</p> <p>Draft Orders to be prepared by November 2015 and considered for adoption by the Council by January 2016.</p> <p>An improved city centre and the new PSPO working well to reduce ASB</p>	<p>Public Protection Manager</p>
<p><u>Action 4D</u></p> <p>Successfully implement new Housing Act (Wales) 2015 - registration and licensing of Landlords.</p>	<p>Regeneration Safer and Fairer City</p> <p>Performance Measures ENVHLT1</p>	<p>Improve housing conditions. Drive out rogue landlords.</p> <p>Enforcement of new licensing requirements is effectively carried out within existing resources and available budgets.</p>	<p>Public Protection Manager</p>

## Part 4: Risk Management

### Part 4: Managing and monitoring risk

Risk	Mitigation activity	Risk rating (high, medium or low)
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.	High
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	Medium
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.	High

Failure to communicate and engage effectively with staff, residents and other stakeholders affected by the change programme.	Clear promotional activity of the efficiency and change programme and its achievements using tools such as the Council's website, together with a process for inviting comments and feedback.	Low
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## Part 5: Performance measure tables

### Part 5: How success will be measured

Measure (include reference)	Views reference number	Type	Baseline	Year 1: Target 15/16	Target for 14/15 (where available)	Does new target exceed previous year performance?
The percentage of food establishments which are 'broadly compliant' with food hygiene standards	PPN/009	PAM	93.03%	<b>91%</b>	83%	No, target increasing
Percentage of standard searches completed within 5 working days	L&S/L/008	Local	The target figure for 2014/15 was 96% and the actual for March 2015 was 99% but in the context of reduced levels of searches.	<b>97%</b>	96%	No, target increasing
Legal child care proceedings commenced within 10 working days	L&S/L/012	Local	The target figure for 2014/15 was 93% and the actual for March 2015 was 100% but numbers of cases are likely to increase	<b>94%</b>	93%	Increased target (n.b. Advise against setting 100% target)



Measure (include reference)	Views reference number	Type	Baseline	Year 1: Target 15/16	Target for 14/15 (where available)	Does new target exceed previous year performance?
Registrars customers seen within 10 minutes of appointment	L&S/L/021	Local/GRO	The target figure for 2014/15 was 95% and the actual for March 2015 was 96%	<b>95%</b>	95%	No, target unchanged
% satisfaction rating Legal Services as good/excellent	L&S/L/009	Local	The target figure for 2014/15 was 92% (actual figures for 14/15 not yet available)	<b>92%</b>	92%	unchanged
Users and followers on social media (Facebook and twitter)	HRP/041	Local	The total target for 2014/15 was 10,000 and the actual was 44,000	<b>45,000</b>	10,000	Yes
Trading Standards (Inc. Animal Health)  No of significant breaches/issues detected and % that were resolved (within 6 months)	TRDSTD1	Local	The target for 2014/15 was 85% resolved and the actual achieved was 171 cases and 78% resolved	<b>85% resolution</b>	85%	yes
Environmental Health  No of significant breaches/issues detected and % that were resolved	ENVHLT1	Local	The target for 2014/15 was 85% resolved and the actual achieved was 563 cases and	<b>88% resolution</b>	85%	No, target increased on 14/15

Measure (include reference)	Views reference number	Type	Baseline	Year 1: Target 15/16	Target for 14/15 (where available)	Does new target exceed previous year performance?
(within 6 months)			91% resolved			
No of antisocial behaviour incidents reported to the CS Wardens and % resolved by wardens and not needed to be referred elsewhere		Local	The target for 2014/15 was 4000 and 80% and the actual was 4848 and 86%	<b>4,500</b> <b>85%</b>	4,000 80%	No, target increased from 14/15
CCC Jobs within SLA		Common	100%	90% (TBA)		
Employee Sickness		Common	7.77 days	7.69 days		
Employee Sickness Long Term		Common	5.60 days	5.54 days		
Employee Sickness Short Term		Common	2.17 days	2.15 days		
My Review Completed	NHR/001	Common	89.7%	80%		
Return to work in 7 calendar days	NHR/010	Common	81.93%	83.57%		
Overtime	NHR/012	Common	£24,551.52	£22,096.00		

Measure (include reference)	Views reference number	Type	Baseline	Year 1: Target 15/16	Target for 14/15 (where available)	Does new target exceed previous year performance?
Agency	NHR/013	Common	£7,226.00	£6,503.00		

### **Part 6: Improvement Objectives from the Improvement Plan 2015/16**

There are no specific Improvement Objectives within the Improvement Plan directly relating to Law & Regulation. However, input into the delivery of key projects, legal and public protection work, together with tourism and marketing will all contribute towards developing and regenerating the City.

### **Part 7: Supporting Information (includes regulators proposals, EIAs, Welsh Language) (parts 7a, 7b, 7c, 7d)**

#### **Part 7a: Regulators proposals for Improvement (WAO, ESTYN, CSSIW)**

Proposal for improvement	Action planned	Expected close down date	Responsible officer
<b>WOA Corporate Assessment Review July 2015</b> <b>Recommendation 2 (No change from 2013 Corporate Assessment)</b> The Council should address with more	The Scrutiny Improvement Group is developing new ways of working and reviewing the work programmes to focus more on risk and restricting the number of items		Head of Democratic Services/Head of Law & Standards

<p>urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include:</p> <p>R2.1 strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up;</p> <p>R2.2 reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence;</p> <p>R2.3 empowering members to be more proactive and accountable for their roles and responsibilities;</p> <p>R2.4 strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place;</p> <p>R2.5 strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet members, officers, partners and others to account more robustly to drive increased pace of</p>	<p>on agendas by channelling information reports by way of other and ensuring committee reports are based around outcomes</p> <p>Formal Decision Making Processes by elected members are clear and transparent with draft decisions being available to the public on line and all reports and decisions available to the public. Safeguards are in place as no formal decision is taken without comment by the Monitoring Officer, the Section 151 Officer and the Head of People &amp; Business Change</p> <p>Some initial progress made to encourage members to participate in interviews to identify development needs</p> <p>Further action will be taken to address the weaknesses identified:-</p> <p>Regular monthly updates to the committee work programme</p> <p>The Constitution will be reviewed by the Democratic Services Committee throughout 2015 – 2016</p>	<p>From July 2015</p> <p>On-going – to March 2016</p>	
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progress and improvement; R2.6 strengthening and mandating member and officer development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively;	To make further progress to identify and respond to members development needs	On-going – to March 2016	
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## **Part 7b: Fairness and Equalities Impact Assessments**

Review of handling of licensing applications

Otherwise, there are no major policies or service changes planned in Law & Standards for 15/16 which would require full FEIA's. All new budget proposals included in the Change/Efficiency programme will require an equalities impact assessment and legal input will be required to ensure that the public sector equality duty is being met and proper consultation and engagement processes have been undertaken. Equality Impact Assessments will be completed as required throughout the year if any potential service delivery impact arises or, as required, in connection with any budget savings.

## **Part 7c: Welsh Language**

Bi-lingual registrations are routinely offered to Welsh speakers by the Registration service and arrangements made for appointments to be with Welsh speaking registration staff.

All signage and publicity materials in relation to the Registration Service are in English and Welsh.

Welsh-speaking Solicitors are able to provide a translation service for Education statutory notices in relation to Welsh medium schools.

The Council web site is being moved to the CMS system to comply with Welsh Language Standards Action Plan and all publications will meet the necessary bi-lingual requirements.

Translation of 2015- Licensing Act Statement of Policy

The Welsh Language (Wales) Measure 2011 Compliance Notice will also contain a number of requirements for the various services, including translation of Reports and Minutes as part of the democratic decision-making processes, bilingual correspondence and hearings.

## Part 7d: Partnerships

Title of Meeting/Forum/Working group etc.	Other Agencies Involved and Partnerships	Governance Arrangements
Newport Problem Premises Group	Police, Fire, Health, NRW, NCC regulators	Chaired by Public Protection Manager
Newport Safety Advisory Group- Events	Police, Fire, NRW, NCC regulators	Chaired by Environmental Health Manager
Directors of Public Protection Wales- similar groups for Welsh Heads for each of Environmental Health, Licensing and Trading Standards  Officer specialist technical panels	All 22 Welsh Local Authorities	
One Newport these Groups- ASB Safer City Centre Alcohol Reduction	Police, NCC regulators, Health	One Newport - SIP
Lawyers in Local Government and Legal Benchmarking /Shared Services groups	All 22 Welsh Local Authorities	
Welsh Panel for Proper Officers and Superintendent Registrars	All 22 Welsh Local Authorities	