

Report

Cabinet Member for Regulatory Functions

Part 1

Date: 5 July 2016

Item No: 01

Subject Law & Regulation Service Plan 2016/17

Purpose To seek Cabinet Member decision to approve the Service Plan for 2016/17

Author Head of Service

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 Law & Regulation Service Plan 2016/17

Action by Head of Service

Timetable Immediate

This report was prepared after consultation with:

- Head of Law and Standards - Monitoring Officer
- 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 2016/17 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 for Finance and Resources.

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

The Service Plan for 16/17 will be considered by Scrutiny as part of the year end service plan review in July 2016.

Equalities Impact Assessment

Equalities Impact Assessments will be carried out, as necessary, in accordance with the delivery of specific objectives within the Service Plan.

Children and Families (Wales) Measure

Consultation with children and young people will be carried out, as necessary, in accordance with the delivery of specific objectives within the Service Plan.

Consultation

Please use this section to include any comments received from wider consultation – including consultation with all elected members- this section, together with any responses:

Background Papers

Service Plan 2016/17 attached

Dated: 5 July 2016

Law & Regulation Service Plan 2016/17

Part 1a: Introduction and Foreword

Law & Regulation provides a wide range of statutory and professional support services for internal clients, Councillors and members of the public. It also carries out a wide range of statutory registration, licensing, regulatory and enforcement functions, to protect the public. 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 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, for example Housing (Wales) Act, the Planning Act, the Well-Being of Future Generations (Wales) Act and the Social Services and Well-Being Act. 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.

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

As part of the Newport 2020 vision, 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.

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 **237** staff (**174 FTE** posts), of whom 155 are female and 82 male. 51% of the workforce is between the ages of 45-64. The Service Area has a gross operating budget of **£8.4 million**, income of approximately **£2 million** and total net operating budget for 2016/17 of **£6.5 million** made up as follows:-

Net Budget Analysis by Subjective Heading	2016/17
Expenditure	£m
Employees	5.9
Premises	0.1
Supplies and Services	2.4
Income	
Fees & Charges	-1.4
Grants	-0.3

Recharges	-0.3
Net Budget	6.5

Net Budget Analysis by Objective Heading	2016/17	FTE staff
Expenditure	£m	
Communications& Marketing	0.6	14
Democratic Services	1.6	10
Electoral Registration	0.2	4
Legal	1.8	35
Public Protection	2.2	98
Registrars	0.1	13
Total	6.5	174

There are corporate elements of the budget that are held centrally, over which we have no control, such as Members Allowances of £1.03 million and Insurance premiums of £670,000. Therefore, the net “controllable” budget is £4.5 million, of which over 85% is comprised of staffing and employment related costs Less than 10% of the available budget is comprised of supplies and services.

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

Budget Projections 2016/17 to 2019/20

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget (including Inflationary allowances)	6,804	6,474	6,190	6,252
savings/efficiencies	330	284	0	0
Total savings/efficiencies	330	284	0	0
Budget net of savings/efficiencies	6,474	6,190		

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 (Future Generations Act 2015 principle: involvement)

Defining our customers	What do we know about their needs	What do we need to know to understand the needs of our customers better
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
Members of the Council (elected and co-opted)	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	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.
Service users of the Registration Service	Data is held in Registration Service records to show numbers of service users and to	More detailed customer surveys need to be undertaken at the point of access to establish

	<p>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>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>
Electors	<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	<p>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.</p>	<p>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.</p>
Public Protection delivers a wide range of statutory regulatory functions covering the entire business community.	<p>The profile of service users and their public protection needs can be established from the data built up over many years from</p>	<p>Dialogue will be maintained through Business forums such as PubWatch, Business Improvement District and the Landlords'</p>

<p>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.</p>	<p>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.</p>	<p>Forum and via the Council's Business Support Team and by gathering intelligence from other Council teams and other regulators.</p>
---	---	---

**Part 2b: Links to Other Plans and Strategies
(Future Generations Act 2015 principle: integration)**

<p>Corporate Plan</p> <p>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</p> <p>Single Integrated Plan – The work of the service area underpins the objectives of the One Newport PSB 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</p> <p>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 Well-Being of Future</p>
--

Generations (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
- Well-Being of Future Generations Act- at least 14 of the indicators

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

Section 3a: Service Area Outcomes

(Future Generations Act 2015 principle: long term)

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 delivery of further efficiencies through shared services and collaboration will 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, unless alternative sources of funding and/or delivery can be identified. Statutory enforcement work will be prioritised and only essential or mandatory work will be undertaken</p> <p>The successful delivery of key Corporate projects within agreed timescales.</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 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><u>Outcome 2</u></p> <p>To improve constitutional and corporate governance arrangements</p>	<p>An open and transparent decision-making process, improved democratic accountability and a more robust corporate governance framework</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>Greater voter engagement and participation in elections</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.</p> <p>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>More democratic representation and accountability.</p>
<p><u>Outcome 3</u></p> <p>To extend and improve the use of technology and modernise working</p>	<p>The key objective is to modernise the way in which the services are provided to provide</p>	<p>Greater resilience and improved efficiencies, leading to improved quality of performance.</p>

<p>practices in order to underpin and drive service delivery changes</p>	<p>greater resilience and flexibility.</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.</p> <p>A more flexible workforce will be better equipped to respond to changes in service demands</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><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

(Future Generations Act 2015 principle: long term)

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 1A</u></p> <p>To undertake a review of the service structure within teams and deliver efficiencies to meet 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>Newport 2020 vision of a modernised improved and more efficient service, equipped to deliver greater resilience to respond to changes in demand.</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>Complete service reviews within Public Protection and consider options for reorganising the service into multi-disciplinary teams with clearer reporting lines – by January 2017</p> <p>Undertake a review of back-office administrative support in the light of the transfer of IT support to the SRS and consider options for centralising support work – by January 2017</p> <p>Develop succession Planning for Democratic Services and Member support in readiness for May 2017 elections and new member induction – by December 2016</p>	<p>Head of Law & 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

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
		<p>Undertake a review of workloads and staffing resources within PR and Communications and consider options for re-structure of the service – by January 2017</p> <p>Identify and implement any staffing changes required to accommodate efficiencies- by March 2017.</p>	
<p><u>Action 1B</u></p> <p>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>	<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>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 unless alternative sources of funding and/or delivery can be identified. Statutory enforcement work will be prioritised and only essential or mandatory work will be undertaken</p> <p>Further review and prioritisation of statutory</p>	<p>Head of Law & 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

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
	<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>Newport 2020 vision of a team focused on delivering essential statutory services.</p>	<p>enforcement and regulatory work, both public protection and legal, in accordance with available resources – by November 2016</p> <p>Further review of discretionary marketing and event management services in line with Council priorities. Key City events delivered successfully and within budget. Secure sponsorship and grant funding for Newport Food Festival – October 2016. Identify options for utilising community volunteers and external funding for delivery of city events and lever match funding for tourism and visitor economy – ongoing to March 2017.</p> <p>Development of corporate Marketing Strategy, identifying corporate priorities and key objectives – by December 2016</p>	
<p><u>Action 1C</u></p> <p>Identify options for efficiency savings and improved service</p>	<p>Shared Legal and Regulatory Services was a requirement of</p>	<p>This should facilitate continuous improvement through standardised working practices across</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

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p>delivery through joint working and collaboration</p>	<p>the Welsh Government White Paper and draft local Government Bill.</p> <p>Links to Change and Efficiency Programme and MTFP.</p> <p>Performance Measures L&S/L/08/012 TRADSTD1 ENVHLT1</p> <p>Newport 2020 vision – more resilient service equipped to respond to changes in demand</p> <p>Well-Being principle of collaboration.</p>	<p>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 2017</p> <p>Develop “Primary Authority” role and scheme for generating income from regulatory advice services for local businesses – Report to Cabinet Member by July 2016</p> <p>Further develop Animal Health collaboration and other collaborative arrangements with Gwent Trading Standards authorities – on-going to March 2017</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 – December 2016.</p>	<p>Public Protection Manager</p> <p>Public Protection Manager</p>
<p><u>Action 1D</u></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>Undertake a further review of discretionary fees and charges for the Registration Service, Public Protection and Local Land Charges and explore options for securing external funding for discretionary services, to maximise income generation</p>	<p>Links to Change and Efficiency Programme and MTFP.</p> <p>Performance Measure L&S/L/08</p>	<p>Fee Review to be undertaken and fee structure approved by Cabinet Member in December 2016</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>Head of Law & Standards and Senior Management team</p>
<p><u>Action 1E</u> 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 for weddings and ceremonies by September 2016 and roll-out to registration customers by December 2016</p> <p>Consider areas for improvement and implement any service changes (within existing resources) by March 2017</p> <p>The outcomes of the survey can then be used to</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

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
	Well-Being principle of involvement and equality goals.	benchmark the quality of the service against national indicators and performance data provided by the GRO. Performance measures L&S/L/021	
<p><u>Action 1F</u> To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models</p>	<p>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.</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 Redevelopment Projects, including Friar’s Walk, VVP and the Market Quarter.</p> <p>Legal input into City Deal project and regional governance arrangements.</p> <p>On-going legal advice will be provided on alternative models for service delivery, service transformation projects and efficiency reviews.</p> <p>Completion of legal documentation in connection with Transfer of IT support services to SRS - October 2016</p>	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> To undertake a whole-scale review and re-drafting of the Council's Constitution and Scheme of delegation</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 governance</p>	<p>A new modular constitution will be prepared, based on the standard Welsh model developed by LLG, 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. Officer and member scheme of delegation to be reviewed by September 2016. The review of the whole Constitution will be on-</p>	<p>Head of Democratic Services/Head of Law & Standards</p>

Outcome 2 To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
	<p>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>Newport 20120 vision of an open and transparent decision-making process, improved democratic accountability and a more robust corporate governance framework</p>	<p>going to March 2017.</p>	
<p><u>Action 2B</u> 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</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</p>	<p>Head of Democratic Services/Head of Law & Standards</p>

Outcome 2 To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
	<p>contribute towards making Newport a Fairer City</p> <p>Joint Scrutiny arrangements are a statutory requirement under the Local Government (Wales) Measure 2011 and the Local Government (Democracy) (Wales) Act.</p> <p>Newport 20120 vision - improved democratic accountability</p>	<p>Committees to ensure delivery of key policies and priorities within agreed timescales- on-going to March 2017.</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> To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports, and an induction programme for new Councillors.</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</p>	<p>Head of Democratic Services/Head of Law & Standards</p>

Outcome 2 To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
		<p>March 2017.</p> <p>Roles and responsibilities, accountability and relationships between Members to be clarified and set out in the revised constitution – by March 2017</p> <p>Induction programme of training for new Councillors developed in readiness for May 2017 local elections – by January 2017</p>	
<p><u>Action 2D</u> 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 2017.</p> <p>New Independent members recruited and new independent Chair appointed – October 2016 Standards Committee continues to discharge its statutory responsibilities effectively and meets the requirements of new legislation</p>	<p>Head of Law & Standards/Chief Legal Officer</p>

Outcome 2 To improve constitutional and corporate governance arrangements

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 2E</u> Successfully deliver elections, raise voter awareness and increase elector registration,</p>	<p>To comply with the statutory requirements of the Representation of the People Act, Electoral Registration and Administration Act 2013 and statutory Guidance.</p> <p>Links to Corporate Plan – IER should contribute towards making Newport a Fairer City.</p> <p>Well-Being principle of involvement and equalities goal.</p>	<p>Successful planning and deliver of Welsh Government and PCC elections on 5th May 2016 and EU Referendum on 23rd June 2016 in accordance with legislation and Electoral Commission Performance Standards.</p> <p>Raised voter awareness and improved electoral registration numbers in run-up to local council elections in May 2017</p> <p>Develop and implement Strategy for Household Enquiry Forms canvass in July 2016. New electoral register published in December 2016</p> <p>Greater voter engagement and participation in elections should lead to improved democratic accountability</p>	<p>Head of Law & Standards and Electoral Registration Officer</p>

Outcome 3: To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 3A</u> Complete New Ways of Working service review in Public Protection, with new improved technology and working practices.</p>	<p>Links to Change and Efficiency Programme and MTFP.</p> <p>Performance Measures TRADSTD1 ENVHLT1</p> <p>Newport 2020 vision to modernise the way in which the services are delivered to provide greater resilience and flexibility</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>Develop and deliver project for migration of Public Protection management system from Uniform to Tascomi software and successful implementation of new system – by March 2017</p> <p>Greater use of enabled smart phones and hand-held devices for inspection staff for more efficient and flexible working practices – by December 2016.</p> <p>Extend “Digital by default” and channel shift to ensure that more licensing fees are paid on-line via the web-site – March 2017</p> <p>Upgrade CCTV cameras and improve remote</p>	<p>Public Protection Manager</p>

Outcome 3: To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
		monitoring services. Relocate CCTV control centre to the Civic Centre. On-going to March 2017	
<p><u>Action 3B</u> Greater use of technology and development of back-office systems to deliver improved efficiencies in Legal Section</p>	<p>Links to Change and Efficiency Programme and MTFP.</p> <p>Performance Measures L&S/L/08/012</p> <p>Newport 2020 vision to modernise the way in which the services are delivered to provide greater resilience and flexibility</p>	<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>Integration of Legal case management system with Corporate EDMS – on-going to March 2012</p> <p>Review of back-office Administration and systems following transfer of IT support to SRS -by December 2016. Back-office systems are more streamlined, with increased efficiencies and productivity.</p> <p>Explore options for migrating from Uniform database and software for Local Land Charges, to deliver improved efficiencies and cost-savings –</p>	<p>Chief Legal Officer</p> <p>Head of Law & Standards and Senior Management team</p> <p>Chief legal Officer/Senior Solicitor</p>

Outcome 3: To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
		<p>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 2017.</p>	<p>Chief legal Officer/Senior Child Care Solicitor</p>
<p><u>Action 3C</u> Greater use of digital technology for delivery of PR, communications and marketing services</p>	<p>Links to Change and Efficiency Programme and MTFP.</p> <p>Corporate Plan and Improvement Plan</p> <p>Newport 2020 vision to modernise the way in which the services are delivered</p> <p>Performance Measure HRP/041</p>	<p>Greater use of digital technology will 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>Increased use of Council web-site, e-mail and social media for PR, communications and marketing – on-going to March 2017</p>	<p>PR and Communications Manager</p>

Outcome 3: To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes

Key Actions/Plans/Projects	Links to	Success Criteria	Responsible Officer
<p><u>Action 3D</u> Develop and improve the openness and transparency of corporate governance processes through greater use of technology</p>	<p>Links to Change and Efficiency Programme and MTFP.</p> <p>Newport 2020 vision to modernise the way in which the services are delivered and provide a more open and transparent decision-making process</p>	<p>A modernised, more streamlined decision-making process with improved democratic accountability and enhanced Member support.</p> <p>Review requirements for Public-i system for live web-casing of Council meetings and identify alternative funding once WG grant ends – by December 2016.</p> <p>Assess requirements to extend broadcasting of meetings to include outside venues and locations – on-going to March 2017</p> <p>Develop modern.gov system to further streamline the democratic decision-making process and reduce costs of hard copy agendas and minutes – by March 2017</p>	<p>Chief Democratic Services Officer</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> To improve the detection and resolution of significant breaches/issues of public protection legislation. High risk business and rogue traders 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>Well-being goals of healthier, cohesive communities. Performance Measures PPM/009/TRADSTD1/ENVHLT1</p>	<p>Increase the detection of significant breaches/ issues of public protection legislation; these breaches are then targeted with appropriate/ proportionate enforcement action with a view to resolution and compliance.</p> <p>All high risk business and rogue traders will be targeted</p>	<p>Public Protection Manager</p>
<p><u>Action 4B</u> 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 Well-being goals of healthier, cohesive communities. Performance Measures PPM/009</p>	<p>Food businesses will be more compliant</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> Review the existing city centre Public Space Protection Order under the new ASB Act 2014 and consider further PSPO for Pillgwenlly</p>	<p>One Newport priorities-ASB Safer and Fairer City</p> <p>Well-being goals of healthier, cohesive communities</p>	<p>Scrutiny Report – September 2016 Review of the effectiveness of the City centre PSPO and any variations or extensions required to the Order. Policy Review Group to undertake public engagement and consultation on range of options for controlled activities as part of PSPO proposal for Pill.</p> <p>If appropriate, draft Order to be prepared by January 2016 and considered for adoption by the Council by March 2017.</p> <p>An improved city centre and a new PSPO working well to reduce ASB within the Pill area</p>	<p>Public Protection Manager</p>
<p><u>Action 4D</u> Successfully implement new Housing Act (Wales) 2015 - registration and licensing of Landlords.</p>	<p>Regeneration Safer and Fairer City</p> <p>Well-being goals of healthier, cohesive communities</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</p>	<p>Public Protection Manager</p>

Part 4: Risk Management

Part 4: Managing and monitoring risk (Future Generations Act 2015 principle: prevention)

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 transformational change programme required to deliver Newport 2020 vision.	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

Part 5: Performance measure tables

Part 5: How success will be measured

ALL measures listed below MUST have numerical targets without exception.

Measure (include reference)	Views reference number e.g. SCA/001 (if existing measure)	Type	Baseline	Target 16/17
Food establishments broadly compliant	PPN/009	PAM	93.96% (Q3 2015)	96%
Legal searches in 5 days	LS/L/008	SP	97.16% (Feb 16)	98%
Legal Childcare Proceedings in 10 days	LS/L/012	SP	100.00 % (Feb 16)	95%
Legal Client satisfaction	LS/L/009	SP	100.00% (2013/14)	93%
Total number of social media followers	HRP/041	SP	65348 (Q4 15/16)	67,000
Customers seen within 10 minutes %	LS/L/021	SP/GRO	97.96% (Feb 16)	97%
% Significant issues resolved env. health	ENVHLT1	SP	95.85% (Q4 15/16)	90%
% Significant breaches resolved (6 months)	TRDSTD1	SP	89.9% (Q4 15/16)	90%
% ASB incidents resolved by wardens	LS/L/027	SP	95.04% (Q4 15/16)	95%
CCC Jobs within SLA		Common	100% (Mar 16)	90%
Employee Sickness		Common	11.81days (Mar 16)	7.77 days
Employee Sickness Long Term		Common	9.27 days (Mar 16)	5.60 days

Employee Sickness Short Term		Common	2.53 days (Mar 16)	2.17 days
My Review Completed	NHR/001	Common	93.75% (May 16)	80%
Return to work in 7 calendar days	NHR/010	Common	79.8% (Mar 16)	83.57%
Overtime	NHR/012	Common	£11,590 (Mar 16)	£22,096.00
Agency	NHR/013	Common	£109,032 (Mar 16)	£6,503.00
Cost centre forecasts approved by budget manager %	FIN/L/021	Common	83.33% (Mar 16)	60%

Part 6: Improvement Objectives from the Improvement Plan 2016-18

Part 6: Improvement Objectives from the Improvement Plan (Future Generations Act 2015 principle: integration)

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) (Future Generations Act 2015 principle: prevention)

Proposal for improvement	Action planned	Expected close down date	Responsible officer
<p>WOA Corporate Assessment Review July 2015 Recommendation 2 (No change from 2013 Corporate Assessment)</p> <p>The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include:</p>	<p>Undertake the annual review of the Committees' work programmes and assist members in ensuring that scrutiny work is focused on key risks and priorities, and can make a positive impact on service improvement and policy development. Work programmes presented to Cabinet and Scrutiny Committees at each meeting and</p>	<p>On-going to March 2017</p>	<p>Head of Democratic Services/Senior scrutiny Officer/ Head of Law & Standards</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>Composite work programme developed and refined.</p> <p>Develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training</p> <p>Update Scrutiny Team procedures and processes to ensure a consistent and thorough approach, including pre-meetings and briefings</p> <p>The Constitution will continue to be reviewed on a piecemeal basis by the Democratic Services Committee, to include officers and members schemes of delegation</p> <p>Work with the Scrutiny Committees to consider new ways of working and examine the range of methods available in carrying out scrutiny work, including the use of technology to support alternative ways of working and information sharing between Members</p> <p>Consider new ways of working and</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 progress and improvement;</p> <p>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;</p> <p>R2.7 addressing information security and business continuity arrangements</p>	<p>examine the range of methods available in carrying out scrutiny work, including the use of technology to support alternative ways of working and information sharing between Members. Continue regular meetings between Scrutiny and the Executive to develop protocols for interaction between Scrutiny and the Executive and to discuss opportunities to widen the scope for monitoring the outcomes of decisions where considered necessary</p> <p>Review Members requirements for training and ensure any gaps in training identified are addressed. Agree programme for member induction post May 2017 elections</p> <p>Information Governance Group continues to meet quarterly and annual risk management report produced for Cabinet member and Scrutiny</p>	<p>By December 2016</p> <p>By March 2017</p> <p>On-going to March 2017</p>	<p>Information Governance Manager/Head of Law & Regulation</p>
---	---	--	--

Part 7b: Fairness and Equalities Impact Assessments (Future Generations Act 2015 principle: involvement)

There are no major policies or service changes planned in Law & Regulation for 16/16 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 (Future Generations Act 2015 principle: involvement)

The Welsh Language (Wales) Measure 2011 Compliance Notice contains a number of requirements for the various services, including translation of Council and Committee Agendas as part of the democratic decision-making processes, the offer of correspondence in Welsh where customers express such a preference and the conduct of internal hearings. Statutory notices and Orders are now drafted and published bilingually.

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 has been moved to the CMS system to comply with Welsh Language Standards Action Plan and all publications will meet the necessary bi-lingual requirements. Newport Matters is now translated into Welsh and published bilingually

Translation of 2015- Licensing Act Statement of Policy

Part 7d: Partnerships
(Future Generations Act 2015 principle: collaboration)

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 sub-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	
Visitor marketing and tourism	Regional collaboration in Gwent and South East Wales	

Part 8: Consultation
(Future Generations Act 2015 principle: involvement)

Consultation Planned activity (type and theme)	Target audience
Public Space Protection Orders to control anti-social behaviour e.g. dog control, public drinking	Scrutiny Committee – proposed Pill PSPO Public consultation, key stakeholders such as the Police
Staff engagement proposals as part of New ways of Working service reviews Proposed re-structure of PR & Communications services	Staff within Public Protection and other Administrative staff, as necessary Staff within PR & Communications
Customer satisfaction survey within Registration Service	Customers for weddings, ceremonies and registrations
Member engagement and consultation regarding individual training and development plans and Member induction programme following May 2012 elections.	Councillors