

Report



Cabinet

Part 1

Date: 25th November 2016

Item No:

Subject **Progress update on the action plan to address the Wales Audit Office recommendations and proposals for improvement.**

Purpose To present Cabinet with the progress made in addressing the recommendations and proposals for improvement made by the Wales Audit Office in their Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16.

Author Chief Executive

Ward All

Summary

- This update used to form part of the Improvement Plan Quarterly Update report, it is now a separate report to address comments from the Wales Audit Office regarding the visibility and discussion of the Corporate Assessment Action Plan. There is also some uncertainty around the future of the Improvement Plan due to possible changes in legislation. This new separate report allows greater visibility and oversight for Cabinet Members.
- At the October 2016 Cabinet meeting the Wales Audit Office presented the findings from their 'Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16' which examined the Council's progress in addressing recommendations made in the full Corporate Assessment of the Council in 2013 and the Review that took place in 2014/15.
- This reduced the number of recommendations from 7 to 4 and with 3 proposals for improvement.
- The Council compiled an action plan to address the WAO' recommendations and proposals for improvement which was also presented to Cabinet in October 2016.
- There are also a number of proposals for improvement outstanding from previous corporate reviews; progress made against these is also included.
- This report is a quarterly update of progress made against the actions outlined in the Council's action plan and actions planned for the next quarter. This enables Cabinet Members to consider whether actions remain appropriate to meet the recommendations and proposals for improvement, and to evaluate whether actions have been completed in a timely manner.

- Proposal** Cabinet are requested to:
- Note the progress made towards meeting the recommendations and proposals for improvement and query any areas where progress has been delayed.
 - Receive further quarterly monitoring reports on the progress towards meeting recommendations and proposals for improvement.

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable immediate

This report was prepared after consultation with:

- Chair of Cabinet
- Chief Executive
- Strategic Directors
- Heads of Service

Signed

Background

The Corporate Assessment Review presented the Wales Audit Office findings of progress following the full Corporate Assessment of the Council in 2013.

The full Corporate Assessment 2013 examined the council's capability to deliver its priorities and improved outcomes for citizens.

Corporate Assessment Review

During 2014/15 the Wales Audit Office reviewed the progress that the Council had made in implementing the Recommendations and Proposals for Improvement from the full Corporate Assessment in 2013. The Corporate Assessment Review contained seven recommendations.

The overall conclusions from the Corporate Assessment Review were:

"The Council has made improvements in some aspects of its arrangements, however in other areas the scale and pace of change required has not been achieved, and longstanding governance weaknesses remain"

Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations

During February 2016 the WAO completed fieldwork and a document review to assess the progress made against the recommendations made in the original 2013 Corporate Assessment as well as the 2014/15 review.

The 2015/16 Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations contained four recommendations which was a reduction from the seven recommendations in the 2014/15 review.

The 4 recommendations are summarised below.

Recommendations		Number of actions
Recommendation 1	The Council should ensure that Members are routinely and transparently considering robust information at the earliest opportunity to enable them to inform, take, and challenge choices and decisions effectively, and ensure that decisions are recorded and reported transparently.	3
Recommendation 2	The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include: <ul style="list-style-type: none">strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up;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;empowering Members to be more proactive and accountable for their roles and responsibilities;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 an increased pace of progress	14

	<ul style="list-style-type: none"> and improvement; and 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. 	
Recommendation 4	<p>The Council must continue to develop its people management arrangements, to ensure it has the capacity and capabilities necessary to change and improve. In doing so, it should:</p> <ul style="list-style-type: none"> continue to develop its draft Workforce Plan and associated action plans by, for each action: allocating responsibility to an officer and setting a deadline for completion; and in the absence of a formal approach to 360-degree feedback for all staff, address manager inconsistency in carrying out appraisals and ensure all staff receive a constructive and developmental appraisal to support job performance. 	12
Recommendation 5	<p>To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should:</p> <ul style="list-style-type: none"> Enable Members to effectively challenge and scrutinise service performance: <ul style="list-style-type: none"> ensure that meeting agendas allow for sufficient time for Members to focus on (broad) underperformance; and provide training on effective challenge and scrutiny for Members. 	6

Accountability and Monitoring Arrangements

Quarterly updates will continue to be provided to Cabinet to monitor progress made against the recommendations and proposals for improvement.

Financial Summary

- There are no direct financial implications associated with this report

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Reputational risk to the council if future WAO Corporate	H	L	An action plan to address each recommendation and proposal for improvement has been compiled and shared with the WAO. Progress made is	Chief Executive

Assessments show lack of progress.			monitored regularly to ensure that actions are carried out in a timely manner.	
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Corporate Assessment Review links to all of the Council's key plans.

Options Available

1. To accept the progress made and approve the actions planned for the next quarter.
2. To not accept the progress made and/or not approve the actions planned for the next quarter.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

Comments of Monitoring Officer

There are no direct legal implications arising from this report. Separate comments are included in the action plan update.

Comments of Head of People and Business Change

There are no direct staffing HR implications arising from this report. This action plan progress update allows monitoring of actions to ensure that actions are appropriate and carried out in a reasonable time frame. Separate comments are included in the action plan update. The Wales Audit Office consider the Wellbeing of Future Generations (Wales) Act in the course of their work therefore, by addressing the recommendations made the council will ensure it is meeting its duties under the act.

Comments of Cabinet Member

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Equalities Impact Assessment and the Equalities Act 2010

Not relevant to this report

Children and Families (Wales) Measure

Not relevant to this report

Wellbeing of Future Generations (Wales) Act 2015

The guidance on the Act is clear – it requires public bodies to maximise their contribution to improving the wellbeing of Wales. The Act provides a framework for better decision making by ensuring public bodies take account of the **long term**, focus on **prevention**, take an **integrated** and **collaborative** approach, and **involve** people in policy making and planning and delivery of services.

The Act places a duty on the public sector to:

- Adopt the Sustainable Development Principle
- Work towards 7 national wellbeing goals
- Focus work on future generations
- Take a central role in the establishment and scrutiny of a Public Services Board (PSB)
- Take a central role in the development of a Wellbeing Plan based on a long term needs assessment
- Respond to a new accountability framework including reporting and review by the Auditor General Wales

The Act has implications for how the local authority will work in future and Part 2 of the Act places an individual wellbeing duty on public bodies. Key areas where change needs to happen include:

- Corporate Planning
- Risk Management
- Workforce Planning
- Performance Management
- Financial Planning
- Procurement
- Assets

The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services. A programme of training for senior management and elected members is underway so that the wide-ranging and transformational implications of the Act are understood and can be embedded in the Council's ways of working.

Key documents and processes have been revised so that they incorporate sustainable development and wellbeing principles. Over the last three years extensive public engagement has been undertaken in relation to setting service delivery priorities and identifying which services matter most to people, and contribute to their wellbeing. This will continue to inform future planning.

Crime and Disorder Act 1998

Not relevant to this report

Consultation

Not relevant to this report.

Background Papers

Cabinet Report "Corporate Assessment" (21/10/13)

Appendix One: Corporate Assessment Action Plan 2016/17 – Progress Update

Dated: December 2016

Corporate Assessment Action Plan 2016/17 – Progress Update

Appendix One

Recommendation 1

Recommendation 1	The Council should ensure that Members are routinely and transparently considering robust information at the earliest opportunity to enable them to inform, take, and challenge choices and decisions effectively, and ensure that decisions are recorded and reported transparently.
WAO's Intended outcome/benefit	Decisions and scrutiny are based on consideration of up to date and accurate information. Decisions are accurately recorded on a timely basis on the Council's decision making tracker so the public are able to easily find and understand what decisions have been taken and by whom.
Responsible Officer	Chief Executive Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.1	Chief Officers will view all decision making reports and conclude on whether they are of sufficient quality before submission to the decision making and scrutiny processes.	March 2017	Cabinet reports are received by SLT for consideration of content and quality before submission to the Cabinet cycle.	To continue this process and assess its effectiveness	Chief Executive
1.2	Heads of Service will ensure that appropriate quality assurance processes are implemented within their service areas to ensure that reports are of an acceptable quality and standard before submission for inclusion in the decision – making or scrutiny processes	March 2017	Reports will be considered by Heads of Service before consideration by SLT and submission to the decision making or scrutiny process	To continue this process and assess its effectiveness	Chief Executive

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.3	All Cabinet, Cabinet Member and delegated officer decisions are properly recorded, including background information, options and reasons for those decisions, in accordance with the Council's constitution and legislative requirements. Minutes of Council and Committee meetings are also recorded accurately, approved at subsequent meetings and published in a timely manner. All decisions, background reports and minutes are published on the Council's web site, with a search engine to enable decisions to be tracked and easily found.	March 2017	This is in place and the new decision making template will help draw report authors attention to the requirements to include options and assessments and consideration of the Future Generations Act	Keep under review	Head of Law & Regulation

Recommendation 2

Recommendation 2	<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> <ul style="list-style-type: none"> • strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up; • 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; • empowering Members to be more proactive and accountable for their roles and responsibilities; • 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 an increased pace of progress and improvement; and • 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.
WAO's Intended outcome/benefit	<ul style="list-style-type: none"> • The areas of focus of each of the committees is clear, linked to corporate priorities, regularly updated and considered in an open forum. • The Council's constitution accurately reflects existing arrangements and clearly sets out roles and responsibilities. • Members are able to fulfil their roles effectively and are held to account for these roles. • Scrutiny is used effectively to inform policy development and hold Cabinet Members and officers to account for performance. • Members and officers are equipped and supported to undertake their roles.
Responsible Officer	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	By April 2017	Committee pre-meetings have been introduced in order to focus challenge more effectively and improve the quality of questioning	To continue with Pre meetings and encourage members to make best use of them	Head of Law & Regulation
2.2	To introduce an effective system for scrutiny of the Public Services	By April 2017	A system has been agreed	A Policy Review Group is considering the most effective	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	Board, in response to the statutory duty placed on scrutiny by the WFGA (Scrutiny AR Action 2)			<p>framework for PSB scrutiny to meet the requirements of the act, to be reported back to SSRS.</p> <p>The review group will be undertaking scrutiny of the draft Assessment of Wellbeing in January.</p>	
2.3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	A new template has been introduced and is in use	Review the success of the new template	Head of Law & Regulation
2.4	To continue to develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training (Scrutiny AR Action 4)	Ongoing	Ongoing through the scrutiny Committees work programme and informal meetings	Review through next year's work programme and the scrutiny induction and training programme post-election.	Head of Law & Regulation
2.5	To continue implementation of the Public Engagement Strategy agreed in 2015 (Scrutiny AR Action 5)	By April 2017	<p>Implementation on going.</p> <p>Changes have been made to the room layout of Committee meetings to make more structured for any public in attendance.</p>	<p>Drafting feedback forms for public attending Scrutiny meetings.</p> <p>Drafting web page content relating to Scrutiny to be developed.</p> <p>Reporting back to Chairs of Scrutiny in January on progress.</p>	Head of Law & Regulation
2.6	Cabinet work programmes are presented to each cabinet meeting	By April 2017	This has been implemented and is ongoing	Continue	Head of Law & Regulation
2.7	The Democratic Services Committee are reviewing the various elements of the Constitution	Ongoing	This has been implemented and is ongoing	Continue	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.8	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	By April 2017	See 2.1 above		Head of Law & Regulation
2.9	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	See 2.3 above		Head of Law & Regulation
2.10	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	By April 2017	See 2.1 and 2.8 ABOVE		Head of Law & Regulation
2.11	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively (Scrutiny AR Action 6)	Meetings already diarised	Meetings already diarised	Continue	Head of Law & Regulation
2.12	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building on the existing measures for service plan monitoring (Scrutiny AR Action 7)	By December 2016	This has been implemented via the service plan arrangements	Keep success under review	Head of Law & Regulation
2.13	To update and deliver the training and seminar programme for Members, including training to support: - Budget scrutiny - Performance scrutiny - Implementation of the Wellbeing of	By April 2017	Training and seminar sessions on-going.	Developing training programme for new scrutiny members post-election. Seminar list on-going.	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	Future Generations Act (Scrutiny AR Action 8)			PSB Scrutiny PRG Group undertaking seminar sessions to support scrutiny of the Wellbeing act being undertaken by the PRG Group in January.	
2.14	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election. (Scrutiny AR Action 9)	By April 2017	Programme being prepared for post – election	To include the programme in the report to be presented to Democratic Services Committee in February	Head of Law & Regulation

Recommendation 4

Recommendation 4	<p>The Council must continue to develop its people management arrangements, to ensure it has the capacity and capabilities necessary to change and improve. In doing so, it should:</p> <ul style="list-style-type: none"> continue to develop its draft Workforce Plan and associated action plans by, for each action: allocating responsibility to an officer and setting a deadline for completion; and in the absence of a formal approach to 360-degree feedback for all staff, address manager inconsistency in carrying out appraisals and ensure all staff receive a constructive and developmental appraisal to support job performance.
WAO's Intended outcome/benefit	<ul style="list-style-type: none"> The Council has effective workforce planning arrangements in place, which will help it deliver its vision and priorities. Staff appraisals are consistently undertaken and to a good standard and these are used to inform staff development.
Responsible Officer	Head of People & Business Change

Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
4.1	Creation of a workforce plan review group	February 2016	Completed		Head of People & Business Change
4.2	Publication of workforce plan	June 2016	Completed		Head of People & Business Change
4.3	Second version of workforce plan in place for 2016/17	June 2016	Completed		Head of People & Business Change
4.4	HR Business Partners to meet with Head of Service to discuss workforce objectives for 2016/17	June 2016 onwards	Completed		Head of People & Business Change
4.5	2016/17 objective for workforce planning set in both service planning and individual objectives	May 2016	Completed		Head of People & Business Change
4.6	Carry out self-assessment audit to assess current performance and identify future priorities	December 2016		Self-assessment to be completed	Head of People & Business Change
4.7	Conduct enhanced training on workforce planning for all HR/OD officers	December 2016		Training to be identified	Head of People & Business Change
4.8	Feedback to managers on quality of appraisals sampled	October 2016	Sample review conducted and feedback given to Head of People and Business Change	Head of People and Business Change to feedback to CMT	Head of People & Business Change
4.9	Options to review current processes are investigated to bring about technology in the PM cycle and modernize the system	October 2016	Options have been reviewed and a potential solution has been identified to pilot in January 2017	Consider IT implications and procurement considerations before making a determination on viability of pilot	Head of People & Business Change
4.10	Review of Coaching for Performance course and recommendations made on future procurement	August 2016	Review undertaken and a requirement for a formal qualification is required		Head of People & Business Change
4.11	Solutions identified to offer both coaching and mentoring ILM qualifications	August 2016	ILM in coaching and mentoring has been identified and a cohort of 14 managers signed up		Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
4.12	Creation of action learning set network	October 2016	<p>ILM in action learning sets identified and offered to managers but take up low at this point.</p> <p>Informal action learning set took place in one service area in November</p>	Review whether action learning sets are appropriate for the organisation at this time or whether to focus on coaching and mentoring for the next quarter	Head of People & Business Change

Recommendation 5

Recommendation 5	<p>To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should:</p> <ul style="list-style-type: none"> • Enable Members to effectively challenge and scrutinise service performance: <ul style="list-style-type: none"> ▪ ensure that meeting agendas allow for sufficient time for Members to focus on (broad) underperformance; and ▪ provide training on effective challenge and scrutiny for Members.
WAO's Intended outcome/benefit	<p>Members are given accurate and timely information to enable them to challenge performance and progress against improvement objectives effectively. Remedial action is identified and taken forward.</p> <p>Performance is frequently discussed and challenged by scrutiny and members have sufficient time to do so.</p> <p>Members have the necessary skills to challenge and scrutinise effectively.</p>
Responsible Officer	Head of People & Business Change

Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
5.1	New Performance reporting framework in place ensures more information is provided to scrutiny and Cabinet Members in a timelier manner.	Framework agreed by Cabinet and Scrutiny Chairs September 2016	This has now been implemented	No further action planned	Head of People & Business Change
5.2	New performance management system will allow information on performance to be more visible and readily available around the authority.	New System Implemented April 2016 Further development continues.	Further work has been carried out on the system by Performance Management Officer.	System Development Plan to be agreed by Change Board December 2016. Further training to be arranged.	Head of People & Business Change
5.3	Exception dashboards and reports for service plans highlight key areas.	November 2016	Mid-year reviews have been completed and provided to scrutiny along with exception dashboards that clearly show areas of underperformance.	Review of Service planning process and templates to be completed for 2016/17 Service Planning (for completion by July 2017).	Head of People & Business Change
5.4	Performance reports that go to Cabinet now go to the Scrutiny Chairs for Information.	Framework agreed by Cabinet	This has now been implemented, detailed improvement plan Cabinet update sent to Scrutiny	No further actions planned, this will be ongoing.	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
		September 2016	for information for Q1		
5.5	Heads of Service have regular briefing meetings with Cabinet Members who in turn brief the Leader of the Council.	Framework agreed by Cabinet September 2016	Heads of Service have had regular briefing meetings with Cabinet Members. Cabinet Members then brief the Leader of the Council.	To continue this process	Chief Executive
5.6	We have put in place a training and seminar programme for Scrutiny Members, and we have also introduced pre-meetings to improve the focus and challenge of Member questions. We are also developing the new induction programme for May 2017 which will include focus on effective challenge.	Systems in place and in ongoing development Induction programme from May 2017	We have put in place a training and seminar programme for Scrutiny Members, and we have also introduced pre-meetings to improve the focus and challenge of Member questions. We are also developing the new induction programme for May 2017 which will include focus on effective challenge.	Systems in place and in ongoing development Induction programme from May 2017	Head of Law & Regulation

Proposal for Improvement 1

Proposal for Improvement 1	The Council should: Provide Cabinet with a more detailed update of progress in addressing our Corporate Assessment and its Follow-up recommendations to facilitate more active discussion and challenge of progress.
WAO's Intended outcome/benefit	Cabinet are able to challenge and monitor progress against the Corporate Assessment action plan and understand reasons for delay and to identify further actions as necessary. There is open discussion of progress during public meetings so that public and members can see the progress being made.
Responsible Officer	Head of People & Business Change

Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.1	The Action plan will be reported as a separate report in its own right; this will raise its profile with Members as it will be an agenda item.	The first report will go to cabinet on 17th October.	Cabinet have received the Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16	The Quarterly update on progress will go to December Cabinet as a report in its own right.	Head of People & Business Change
1.2	The action plan will provide a more detailed update of progress made.	January 2017	The reporting process outlined in response to Recommendation 1 (ref 1.1 and 1.2) will ensure that sufficient detail is included.	The Quarterly update will be submitted to Chief Officers prior to submission to Cabinet to ensure that enough detail has been included.	Head of People & Business Change

Proposal for Improvement 2

Proposal for Improvement 2	Review the timespan for completion of return to work interviews.
WAO's Intended outcome/benefit	Return to work interviews are undertaken on a more timely basis for mutual benefit to the Council and the employee.
Responsible Officer	Head of People & Business Change

Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	Newport is in the second quartile for sickness absence based on 2015/16 data, and is joint 7th based on the number of days lost per FTE. Our policy uses best practice of 7 calendar days for RTW's to be completed and whilst we do not achieve 100% submission, we do not believe that reducing the time frame will ensure greater submission response rates. However, we will look to move from a paper based system to an online one in an attempt to improve submission rates as we believe that completing paper documentation has a greater impact on delayed submission rates.	March 2017 for review of paper based submission	We have commenced rolling out People Manager across the Council following a pilot within People and Business Change. Currently, Streetscene and City Services and Education have been given training in order to input sickness at source and to conduct return to work interviews in a more timely manner. We intend to roll out to social services and RIH next before completing with the remaining corporate services. We anticipate that this action will shorten the length of time to complete return to work interviews and will increase the percentage of returns within the timeframe.	Continuation of roll out of People Manager across the Council. Further consideration of the removal of the paper form and move to an online form.	Head of People & Business Change

Proposal for Improvement 3

Proposal for Improvement 3	Review whether it has appropriate capacity and capability within its People and Business Change service area to strengthen workforce planning.
WAO's Intended outcome/benefit	The Council has the confidence that it has the necessary resources and support to address workforce planning to meet its priorities and vision.
Responsible Officer	Head of People & Business Change

Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
3.1	Workforce planning has been a theme of the HR service plan for the last year and officers have been identified as leads for enabling workforce planning to become an integral function of the HR service. We have visited the Vale of Glamorgan, Swansea and RCT Councils to learn from their best practice and apply this knowledge at Newport. We intend to undertake the WAO self-assessment audit tool to review our progress and identify priorities for the future. Officers will be effectively trained on workforce planning There is a risk in terms of capacity within the HR/OD team as Newport has considerably fewer HR FTE than comparable Councils and priorities will need to be assessed accordingly.	Review and training to be completed by February 2017	Workforce Plan 2016/17 published and all service areas have completed their template for the year with their workforce planning objectives identified. HR Business Partners are working proactively with Heads of Service to discuss their templates as part of normal business discussions and each member of the HR team has contribution towards the workforce planning progress report.	To undertake the self-assessment audit tool to review our progress. To identify any further workforce planning training for the HR team. To continue learning from other Councils and best practice to embed workforce planning To start working on a longer term workforce plan for the organisation which will match up to the next People Plan – i.e. a 5 year plan for both	Head of People & Business Change

Proposals for Improvement from Previous Reviews

Proposals for Improvement from the Corporate Assessment 2013 and Corporate Assessment Review April 2015 (includes those from Data Quality, Transformation and ICT Reviews)

Ref	Proposal	Progress update	Responsible Officer
29	Ensure that its Economic Development Strategy and Master Plan clearly relate to the relevant objectives in the Community Strategy and Improvement Objectives and to each other, to help the Council assess their contribution to its improvement programme and to achieving the Council's strategic priorities.	Closed, all actions completed.	Head of Regeneration, Investment and Housing Services
30	Prioritise its actions and, against those actions, consistently include more details regarding outcomes, targets, deadlines, resources, milestones, risk factors and mitigating actions, which can be used to monitor progress, measure success and establish improvement.		
31	Strengthen the setting of outcomes and targets for regeneration schemes and projects, and ensure sufficient performance information is available to maintain monitoring and evaluation.		
32	Include more details on time, budget and resources in regeneration documents such as project initiation documents to enable assessment of value and cost effectiveness.		

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
40	<p>The Council should:</p> <ul style="list-style-type: none"> • 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>The council has actively engaged and communicated with staff on its mission and organisational framework over the past four years. Improving People's Lives has been the organisation's mission and a number of engagement events and activities have taken place to raise awareness among the workforce. This has included establishing an annual staff conference, a blog from the CEO, branding of internal communications carrying the strapline Improving People's Lives – utilising regular communication channels such as the eBulletin and Intranet – to convey this message.</p> <p>We have introduced a staff suggestion scheme giving employees the opportunity to make suggestions to senior management about specific issues and any improvements that could be made to services.</p> <p>The staff survey is used to measure staff engagement and the organisation has made the decision this will be run annually rather than every two years. The</p>	No further actions for this point	Ongoing	<p>Head of Law & Regulation</p> <p>Head of People & Business Change</p>

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>most recent survey gave a positive picture of engagement with no questions showing a decrease in score. Positively, more than 90 per cent of respondents agreed that they understand both the organisational and their service area aims and objectives including the role that they play as individuals in achieving these objectives.</p>			
	<ul style="list-style-type: none"> ensure that it has in place the people and resources capable of implementing the organisational framework and delivering subsequent service changes; and 	<p>This is an ongoing issue which is unlikely to be solved in the short term due to ongoing budget cuts.</p> <p>It is included as a risk in the corporate risk register, service plans and the risks associated with the Change Programme.</p>	<p>To continue to update the risk register and mitigate the impact of the risk.</p>		
	<ul style="list-style-type: none"> engage the Fairness Commission when developing improvement priorities as well as budget proposals 	<p>The Fairness commission have been consulted on the fairness of the improvement plan objectives and budget proposals</p>	<p>This has now been embedded in the process, no further actions planned.</p>		
42	<p>Develop a clearer understanding of the collaborative projects taking place across the Council and an agreed and widely communicated approach to the management of collaboration. The approach should help the Council to ensure that collaborations are providing value for money outcomes for</p>	<p>Details of collaborations and partnerships are included in the service planning and review process, and through the annual governance statement. A clearer understanding of the council's collaborative activity is now available.</p> <p>Service plans and reviews contain</p>	<p>Local Government Secretary Mark Drakeford has set out a timetable for talks on local government reform that will include collaborative arrangements. Consultation is expected in January 2017 and the minister has expressed the need for a cultural shift to deal with the pressures</p>	Ongoing	Head of People and Business Change

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
	Newport's citizens.	collaborative information and were considered by Scrutiny in Autumn	<p>facing local government. If regional arrangements work then that not only makes services more sustainable but sets a future precedent for doing things differently and in a much better way.</p> <p>Councils are also required to demonstrate collaboration as one of the five ways of working under the Wellbeing of Future Generations Act. All the council's strategic plans now consider the five ways of working, the councils Wellbeing Objectives will be in place by April 2017 and this will inform all future strategic planning.</p>		

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
45	<p>Strengthen the LSB's performance management framework to set out:</p> <ul style="list-style-type: none"> • clearer and more detailed roles and responsibilities on what will be delivered by which organisations; • what performance information will be collected, where and when it will be monitored, and how progress and performance will be monitored; • mechanisms for dealing with underperformance; and • a stronger focus on performance and resource management across the LSB. 	<p>The mechanism for dealing with underperformance is firstly the SIP Board within their responsibilities to manage the delivery of the SIP and if this fails it is escalated to the LSB.</p> <p>One Newport Local Service Board produced the first Annual Report detailing work undertaken during 2013/14 and this was presented to Scrutiny in June 2014.</p> <p>The Performance Management Framework was reviewed and revised after year 1 in April 2014. LSB meeting schedules were also changed so that there is better alignment for performance monitoring arrangements.</p> <p>Three communication and engagement events took place in March 2015 to assess progress of the SIP and agree SIP priorities for the coming year.</p> <p>The Performance Management Framework has been reviewed and updated for 2015-16. The main changes to the framework are:</p> <ul style="list-style-type: none"> • Updated clearer roles and responsibilities; • The removal of the Performance Group from the structure to reduce duplication; 	No further actions planned	This will be on going as part of a culture of continuous improvement.	Head of People and Business Change

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		<ul style="list-style-type: none"> • An increase in the frequency of performance reporting to quarterly and a simplification of the SIP Board performance process to focus on the core theme dashboards. This will enable the SIP Board to address underperformance, reduce risk and remove blockages; • The introduction of a process to critically analyse the core themes to ensure that the overarching themes of Tackling Poverty and Vulnerable Groups are focused on. • A streamlining of the Priority Delivery Plan for use by the Working Groups and Theme Boards; <p>The Annual Report for 2015/16 has been presented to the LSB on 19th May 2015.</p> <p>The first quarter performance was reported to the SIP Board on 26th August 2015 and the LSB on 15th September 2015.</p> <p>The second quarter performance was reported to the SIP Board on 25th November 2015 and the LSB on 15th December 2015.</p> <p>The third quarter performance was presented to SIP Board on 26th February 2016 and the LSB</p>			

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		<p>on the 15th March. Scrutiny Committees also considered the current performance of the LSB during February and March 2016.</p> <p>The Performance Management Framework has been reviewed and updated for 2016-17.</p> <p>The Annual Report 2015-16 is was presented to PSB in June and Scrutiny Committees in July.</p>			
49	<p>New focus on service improvement and value for money P3 Instil a new focus on service</p>	<p>Performance team now merged into the Council's Business Improvement function.</p>	<p>No further actions planned</p>	<p>This will be on going as part of a culture of</p>	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>improvement and value for money by:</p> <ul style="list-style-type: none"> <input type="checkbox"/>clarifying the extent of improvement the Council wants to make through the programme and supporting this with appropriate measures and targets to monitor progress, particularly focusing on service quality, performance, customer experience and the difference the Council wants to make to the lives of local citizens; <input type="checkbox"/>jointly reporting savings and performance information to help evaluate the impact of the programme on service performance and assess whether value for money is improving; <input type="checkbox"/>continuously challenging performance through benchmarking with other councils and service suppliers and integrating this with programme monitoring and reporting; <input type="checkbox"/>developing more consistent mechanisms to obtain feedback from users and using this to take corrective action and inform future changes to service delivery; and <input type="checkbox"/>continuing to develop a performance culture in which service managers are accountable for service performance and efficiency. 	<p>Alignment of the Change Programme, Budget and Performance reporting to relevant boards,</p> <p>Improvement measure and target developed for the Change programme and incorporated into the Council's Performance Management framework and reporting mechanisms.</p> <p>Change Programme reporting dashboard incorporating performance, savings and budgetary Information reported monthly to the Change Programme Board and the Cabinet Member.</p> <p>High level portfolio and all council dashboards bring together finance, performance and change information along with people related information and risk management</p> <p>Social media "Yammer" being utilised internally to gain feedback from users across the Council.</p> <p>Development of performance culture – Embed review of performance into the service area management meetings Social Services, Streetscene,</p>		continuous improvement.	

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>Regeneration and Regulatory Services, CLL and Education.</p> <p>Through project governance processes service users are consulted on proposed changes to service delivery and feedback is used to inform the direction of future activity.</p> <p>Increased alignment of the change programme with the Council's performance framework.</p> <p>Staff involved in budget consultation process and underlying change programme proposals</p> <p>Heads of Service and Service Manager are the key for the development and delivery of the efficiency initiatives which underpin the forward MTRP.</p> <p>Heads of Service and Service Managers are responsible for the development of Service planning, monitoring and target setting.</p> <p>Development of new targets as part of the service planning process, to be at least in line with the Wales Average, above the quartile four level and improving on the previous year.</p>			

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>Development of specific PI targets to be incorporated into initiatives e.g. specification for Newport Norse, Newport Live.</p> <p>New system includes national data comparators, this is available and presented to the Change Board.</p>			
50	<p>Learning and evaluation P4 Strengthen the arrangements to capture and share learning by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> more consistent evaluation of reviews at key stages and on completion; <input type="checkbox"/> strengthening mechanisms to capture, share and apply learning on a corporate basis; and <input type="checkbox"/> establishing mechanisms to systematically obtain post-implementation feedback from staff and managers, for example to assess the impact on staff capacity, identify training and IT needs and learn from their experience. 	<p>Gateway review process and post implementation reviews defined as part of the Newport Programme and Project Management methodology.</p> <p>Lessons Learned log completed and circulated to key stakeholders for the Budget setting process and development of the Change programme for the 14/15 financial period</p> <p>Lessons Learned log completed for the Norse Property Joint Venture, Street cleansing and Refuse.</p> <p>Lessons learned report completed for the 2015/16 budget setting process and disseminated among Senior management.</p> <p>Lessons learned report completed for the initial stages of the New Ways of Working Change</p>	<p>Continue to roll out the Gateway Review process and post implementation review process across all initiatives within the Change Programme.</p> <p>Ensure adherence to the Gateway Review process and post implementation review process by embedding within the governance process for the Change programme.</p> <p>Review options for disseminating and apply learning on a corporate basis.</p> <p>Lessons learned log will be completed for current budget setting process after its completion.</p>	Ongoing	Head of People and Business Change

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		<p>programme.</p> <p>Lessons learned report completed for the 2016/17 budget setting process and disseminated among Senior management.</p>			
58	<p>Test the information technology business continuity plan to ensure it operates as anticipated. In particular the Council should test a scenario where both server rooms at the Civic Centre are not available to determine how long it will take to set up an offsite server room and what affect this has on its timetable for restoring its critical systems.</p>	<p>Planned simulation exercise took place in Dec 15 and examined The potential outcomes if the Civic Centre machine rooms were lost.</p> <p>The exercise concentrated on the highest priority systems, and we have an action plan to make improvements in the short, medium and long term periods.</p> <p>Shared Resource Service (SRS) management resource engaged to increase IT capacity focussed on disaster recovery improvements</p> <p>Procurement of infrastructure carried out and awaiting delivery of equipment. Supplier engaged to assist with implementation of solution</p>	<p>Upgrade of backup server and software. Move to disk backups for primary backups. Offsite backups to be disk based once we have the circuit installed between us and the SRS</p>	Ongoing	Head of People and Business Change
60	<p>Strengthen the Local Service Board's Communications Plan and One Newport Engagement and Participation Strategy by introducing a delivery plan that</p>	<p>The updated Communications Plan was discussed at the SIP Board in August 2015 and then signed off by the LSB in September 2015. Progress</p>	<p>No further actions planned</p>	<p>March 2016</p>	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>includes:</p> <ul style="list-style-type: none"> • an explicit statement on intended outcomes and impact; • a timeframe for delivery with an assessment of progress; • And robust performance measures. 	<p>against this plan has been monitored on a quarterly basis by the SIP Board in Dec 2015 and Mar 2016.</p> <p>The Communication Plan has been revised to ensure the One Newport Partnership keeps all partners informed of plans and progress locally relating to the Wellbeing of Future Generations Act</p> <p>The Consultation and Engagement Group has been tasked with developing a delivery plan for the Engagement and Participation Strategy. This was reviewed by the SIP Board in September 2015 and further work was requested. An updated version is being worked upon.</p> <p>Engagement and Participation Delivery Plan revised, Strategy presented to the SIP Board 25th November 2015</p>			
61 (NEW)	<p>The Council must ensure that it has robust data collection arrangements for its own self-defined performance indicators that include ensuring that:</p> <ul style="list-style-type: none"> • (P1.1) the Council's 	<p>Self-Assessments are completed on an annual basis and this is now monitored through the Performance Management SharePoint library.</p>	<p>No further update planned, these actions have become part of the ongoing performance management work programme.</p>	July 2016	Head of People and Business Change

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	<p>corporate arrangements for performance management are being rigorously implemented by service departments;</p> <ul style="list-style-type: none"> • (P1.2) the Council's own internal information systems (VIEWS) reconcile with the final validated data; and • (P1.3) a complete audit trail of the Council's own internal processes for validating performance indicator data is retained. 	<p>Operational Performance Network (OPN) meetings now held quarterly to keep officers up to date and further instil importance of data quality arrangements.</p> <p>New performance Management system (MI Hub) now implemented as a replacement for the Views system. Further development will see the system used for processes which currently rely on word templates which add further rigour.</p> <p>The Internal Audit of PI's has been completed and the findings of this have been communicated to OPN and will be discussed at change board – this is now an embedded process which provides additional assurance to the self-assessment process and the data checks carried out by the Business Improvement and Performance.</p>			

Ref	Proposal	Progress update	Actions planned next quarter	Expected close down date	Responsible Officer
		New performance management system (MI Hub) implemented as a replacement for Views and training has been provided.			