

Annual Review of the Well-being Objectives and Improvement Plan 2017-18

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Introduction

This annual report outlines progress the council has made to date in achieving the Well-being Objectives and the goals set out in the Improvement Plan 2016-18. This is the first year for reporting progress of the well-being objectives and the second year for reporting progress of the goals in the 2016-18 Improvement Plan.

The Council's Corporate Plan 2017-2022 outlines the steps it will take to achieve its well-being objectives as required by the Well-being of Future Generations (Wales) Act 2015. The Act states that well-being objectives must be set to maximise our contribution to the national well-being goals.

The Improvement Plan 2016-18 was based on the key themes that formed the Corporate Plan 2012-17. In April 2016, full Council approved eight Improvement Objectives for 2016-18 to demonstrate the council's commitment to continuous improvement as set out in the Local Government measure 2009. The objectives were chosen through consultation and represent areas that the citizens of Newport want the council to focus on.

The Improvement Objectives are aligned with and contribute to the achievement of the Well-being Objectives which were agreed by Cabinet in March 2017.

The Welsh Government and the Future Generations Commissioner have made it clear that duties to set and report on well-being objectives should not be treated as separate from any objectives that guide and steer the actions and decisions of organisations e.g. Improvement Plan objectives. They have also set out that planning and reporting processes should be aligned and integrated. As the Local Government (Wales) Measure 2009 states, Improvement Objectives need to reflect the key strategic priorities of authorities and to all intents and purposes, well-being objectives and improvement objectives can be treated as one and the same. Therefore, by integrating processes for setting and reporting on these key objectives, authorities can discharge their duties under both areas of legislation.

Summary

The Council's Well-being Objectives for Newport were agreed in March 2017 and were published as part of the Council's Corporate Plan in November 2017.

This annual report clearly shows how each well-being objective is consistent with the sustainable development principle and five ways of working. Progress has been made against each of the well-being objectives and the steps outline how each area has performed over the last 12 months and how they contribute to the well-being goals.

The Improvement Plan 2016-18 has been successful during the second year and has achieved an overall rating of 'Green – good'. Despite an ever increasing drive to realise savings and an unprecedented internal economic climate, the plan demonstrates solid performance. Overall progress against the Improvement Plan Objectives in 2017/18 is assessed as being 'good', with most Improvement Objectives performing well. A key area of excellent progress is 'supporting young people into education, employment or training'. The year-end performance for each objective was reported to Cabinet in July; [click here](#) to read the report.

Each of the eight Improvement Plan objectives are linked to the Well-being Objectives as listed below:

Well-being Objective 1: To improve skills, educational outcomes and employment opportunities

Improvement objectives 4 - City regeneration and development

Improvement objective 5 - Supporting young people into education, employment or training

Improvement objectives 6 - Ensuring the best education outcomes for children

Well-being Objective 2: To promote economic growth and regeneration whilst protecting the environment

Improvement objective 4 - City regeneration and development

Improvement objective 7 - Increasing recycling

Well-being Objective 3: To enable people to be healthy, independent and resilient

Improvement objective 1 - Improving independent living for older people

Improvement objective 2 - Ensuring people have the right social services to meet their needs

Well-being Objective 4: To build cohesive and sustainable communities

Improvement objective 3 - Ensuring people have access to suitable accommodation

Improvement objective 4 - City regeneration and development

Improvement objective 8 - Improving outcomes for youth justice

Progress against objectives

The following outlines the progress made for each of the well-being objectives and improvement objectives.

Well-being Objective 1: To improve skills, educational outcomes and employment opportunities

This well-being objective contributes to the well-being goals: a prosperous Wales, a more equal Wales and a Wales of cohesive communities. The Wales We Want Future Generations Report states that children need to be given the best start in life from very early years, and that the well-being of all depends on reducing inequality and a greater value on diversity. Through the highest standards of education and skills development, we can help children in Newport reach their potential, increase their employment opportunities and prosperity later in life. Through an emphasis on improving skills and educational outcomes we will also be promoting equality of opportunity and contributing to a more equal Wales. In addition, we will be up-skilling and strengthening the workforce to the benefit of industry and society in Newport and Wales as a whole.

This well-being objective will be good for Newport because:

Long Term - Economic forecasts have identified future trends such as the increasing skills demands of employers and the contraction of unskilled and semi-skilled occupations. This could present a potential local and regional skills shortage for employers in the medium and longer term. In order to remain competitive the Newport workforce will need to respond to the skills demands of modern industry and services.

Prevention – The Community Well-being profile points to pockets of deprivation and significant variances of opportunity and quality of life between different areas of the city. Newport will need to make sustained progress in tackling NEET (not in education or employment) rates, youth unemployment, and skills attainment and relevance if future generational cycles of poverty are to

be avoided. Addressing skills requirements will prevent potential skills shortages in the future that could inhibit economic growth.

Integration – This objective complements and supports our other well-being objectives: education and employment are key determinants of health; a skilled workforce will support business growth and help attract inward investment; good education and employment opportunities will help maintain cohesive communities.

Collaboration – Successful achievement of this objective will require collaboration with partners including schools, further and higher education, training providers, employers, JobCentre Plus and Careers Wales.

Involvement – Engagement with businesses and the education sector will be key to ensuring the most appropriate education and training offer is available.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
<p>Improve school attainment levels to ensure best educational outcomes for children</p>	<p>The June 2018 Key Stage 4 school prediction for the Level 2 inclusive indicator was 60.6%, against a 2017 performance of 55.5%.</p> <p>The Local Authority has held monthly Intervention Plan Monitoring (IPM) meetings with schools that have been categorised as 'red' and in need of the highest level of Education Achievement Service (EAS) support. Currently 4 schools are categorised red.</p> <p>Half termly Education Improvement Board (EIB) meetings have been held for schools categorised as amber. 5 schools are currently categorised amber and this is expected to reduce in Autumn 2018.</p>
<p>Support young people into education, employment and training</p>	<p>Schools were provided with their unverified Not in Education, Employment or Training (NEET) data and the Youth Engagemetrn and Progression Framework (YEPF) Coordinator worked with all Secondary Schools, Coleg Gwent, Careers Wales, Pupil Referral Unit (PRU), Social Services and Learning Providers to ensure as many young people as possible had a positive progression. Aspire to Achieve project allocation meetings took place in all 8 Secondary Schools and the PRU.</p> <p>The Children & Young People's strand of Families First has continued to support young people at risk of disengaging from education, training or employment. The focus has been on achieving positive outcomes from project participants through both 1:1 work and group work interventions. Where additional support needs have been identified youth work staff have provided appropriate levels of intervention, for example we have picked up a</p>

Steps	Progress
	<p>number of referrals relating to CSE which has involved both 1:1 and group work interventions.</p> <p>Direct work with Careers Wales has been carried out to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16-17 year olds learning opportunities to enable them to reengage into education, employment or training opportunities.</p>
<p>Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty</p>	<p>Statutory target setting and progress towards targets monitoring has a specific focus on the attainment of Free School Meal (FSM) learners enabling the Local Authority to challenge individual schools on performance of pupils disadvantaged by poverty. The use of the Pupil Deprivation Grant (PDG) by schools has been monitored by Challenge Advisors on behalf of the Local Authority.</p>
<p>Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education</p>	<p>Inspire 2 Work (I2W) is continuing to establish itself in Newport. Project staff continue to conduct outreach and have been striving to make contact with young people, identified by Careers Wales, as having no destination. I2W have established a referral route within the job centre and have a weekly drop-in service to ensure our services are promoted.</p> <p>We had requests for First Aid training and we were able to subcontract out to a local provider recommended by Newport Community Learning. We expect 2 qualification outcomes from this specifically for I2W clients.</p> <p>During 2017/18 there were 17 enrolled participants, with 9 young people actively engaging.</p> <p>Inspire to Achieve Project Outcomes: 34 enrolled participants 31 participants gaining qualifications 12 participants gaining in education/training 9 participants gaining employment</p> <p>Apprenticeships Year 2 of the contact with ALS delivering apprenticeships (including Essential Skills Wales) within the care sector across Newport, Torfaen, Cardiff & Monmouthshire in both the public and private sectors. We are currently working with 11 individuals offering support and guidance to complete a qualification. We are in the process of agreeing terms with the Coleg Gwent Consortium. We are currently working with RSL's with a view to delivering Community Development and Sports & Leisure apprenticeships across the City.</p> <p>Cardiff City Region Skills for the Future Programme</p>

Steps	Progress
	<p>Working with the City Deal to develop a programme to support skills development across the region and support local businesses to engage in employing apprentices.</p> <p>Journey 2 Work (ESF) The Journey 2 Work business plan was approved in October 2017 with the Welsh European Funding Office (WEFO) Grant Offer Letter confirming delivery for 3 years from 1st November 2017. The operation was approved to be delivered across Newport, Monmouthshire and Cardiff by Newport City Council, Monmouthshire Housing Association and Cardiff City Council. Newport have currently received 41 referrals, initial assessments are being carried out to determine eligibility and the most appropriate source of support.</p> <p>Skills @ Work (ESF) The Skills@Work Development Group has been meeting regularly to develop the Business Plan. WEFO have offered the operation a proposed delivery period up until December 2022, approval is hoped to be achieved by early Summer 2018.</p>
Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities	<p>NCC has continued to deliver both the Inspire to Work and Inspire to Achieve programmes.</p> <p>The following outcomes have been achieved by the Communities for Work programme:</p> <p>Priority 1 (25+) & Priority 3 (16-24 yrs) 73% - Engagement Rate 150% - Entering sustainable employment 98% - Engagement rate P3 69% - Entering sustainable employment P3</p>
Development of digital skills through support for schools and community IT programmes including a Digital Inclusion Charter	Work with Digital Communities Wales through Digital Newport group to promote free wifi locations and use of the Digital Inclusion Charter.
Improve school attendance, reduce exclusions and improve safeguarding and well-being	<p>Primary head teachers were consulted with and have agreed to a 6 month trial period of the Primary School Managed Move Protocol with a view to reduce primary school exclusions. Revision of the secondary school managed move protocol is underway with central Education and school-based staff.</p> <p>Primary School attendance for 2017/18 was 94.7%, an increase of 0.3% on the previous academic year. Secondary School attendance for 2017/18 was 93.6%, an increase of 0.4% on the previous academic year. The rates of attendance improved during</p>

Steps	Progress
	2017/18 and were supported by a city wide programme of improving practice linked to the Callio process, continuation of a termly attendance forum, increased use of Fixed Penalty Notices and media campaigns. Individual schools we set challenging attendance targets which were tracked and challenged.

5. Supporting young people into education, employment or training – Excellent – Green Star

Objective: Evidence from work undertaken by Professor David Egan (on behalf of the Joseph Rowntree Foundation) suggests that efforts to prevent young people from becoming NEET have a more profound long term impact than work undertaken to support young people who are NEET back into provision. The Improvement Objective of ‘Supporting Young people to remain within education, employment or training’ focuses on early identification, information sharing and additional, specific provision to meet the needs of young people. This objective contributes to ‘A prosperous Wales’, ‘A Wales of cohesive communities’ and ‘A more equal Wales’ Well-being Goals for Wales.

This objective is rated green star - excellent; All actions and measures are on track.

6. Ensuring the best educational outcomes for children – Good - Green

Objective: To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes. This includes vulnerable learners that may be at risk of not reaching their expected level of attainment. This objective contributes to ‘A prosperous Wales’, ‘A Wales of cohesive communities’ and ‘A more equal Wales’ Well-being Goals for Wales.

This objective is rated as green - good; All actions are on track, good progress has been made throughout the year.

Well-being Objective 2: To promote economic growth and regeneration whilst protecting the environment

This well-being objective contributes to the well-being goals: a prosperous Wales, a resilient Wales, a globally responsible Wales and a Wales of vibrant culture and thriving Welsh Language. The Wales We Want Future Generations Report states that investing in growing our local economy is essential for the well-being of future generations and living within global environmental limits, managing our resources efficiently and valuing our environment is critical. This Well-being Objective addresses both these issues. Our intended focus on the innovative renewable energy and digital sectors which build on existing strength, offer opportunities for growth and seek to protect the environment will contribute to creating a prosperous Wales, a resilient Wales and a globally responsible Wales. The objective recognises that protecting our green infrastructure and our heritage / cultural assets is fundamental to our tourism economy, as well as contributing to health and well-being and supporting our inward investment offer.

This well-being objective will be good for Newport because:

Long Term –The objective seeks to create prosperity and quality of life for the people of Newport now and in the future. Identified growth sectors, including renewables and technology, are key to rebalancing the city’s economic activity for the longer term and moving away from current over-reliance on the public sector. The objective encourages investment in future proofing the city’s

infrastructure in areas such as road, rail maintenance and flood defences, while potential transformational investment projects as part of the City Deal and Great Western Cities look forward over 20 years. Growing the city’s tourism economy has the added benefit of protecting the city’s natural and heritage assets for the long term.

Prevention – Regeneration and economic growth will reduce risks of city decline, particularly in the city centre, and help prevent increased unemployment / reduced quality of life.

Collaboration – Working in collaboration with Welsh Government, business, education and training providers and Natural Resources Wales will be essential to achieving this objective. Working with City Deal and Great Western Cities partners will optimise economic benefits for Newport and the region.

Integration – Integration with Newport’s Economic Growth Strategy, the Local Development Plan and all our Well-being Objectives.

Involvement – Engagement activity pointed to a desire for more city centre investment and for more job opportunities. Looking after the city’s green infrastructure was also one of the most frequently cited “wants” for the future.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
Specialise in high value business growth	The project to bring Cardiff University’s National Software Academy into the Information Station continues on programme. The Council is also assessing feasibility for a Digital Business Improvement district for Newport which will further stimulate and support its fast-growing digital ecosystem.
Grow the economy as part of the wider region – collaboration for competition	Newport City Council has played an instrumental role in developing the Regional Regeneration Plan for the Cardiff Capital Region (CCR). The council is also currently leading the development of a sites and premises strategy for the CCR.
Promote and innovate for entrepreneurship, support indigenous development	Continue roll out of Business Development Grants to support new or existing businesses with the cost of renting property, relocation, equipment or shop front improvements.
Create an economic environment to support population growth	The city retains an enviable 6 year supply of housing land with significant new house building underway across the city. The erosion of the Severn Bridge Tolls will increase demand and also pressure on house builders to bring housing completions forward with Newport identified as Britain’s fastest-moving property market early in 2018. Ongoing schemes at 123-129 Commercial Street, 4-5 Market Street and Griffin Island are either completed or progressing, increasing the supply of quality housing across a range of tenures available in the city centre.
Deliver a digital strategy with improved connectivity in the	Successful Local Full Fibre Network bid for Newport, Monmouthshire, Torfaen, Blaenau Gwent which will bring more high speed connectivity

Steps	Progress
city with access for citizens, partners and businesses	to the area. Promotion of Gigabit Voucher scheme to businesses.
Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city	Upgrades to the RTPI system in Newport City Bus station are being implemented for public transport information to promote the use of bus services around the city and for users to plan their journeys. Consultation is taking place with Transport for Wales on improvements to infrastructure and optimum route planning for future connectivity improvements.
Maintain our focus on regenerating the city centre to become one of the UK's top cities	Regeneration of the City Centre continues apace as evidenced in recent announcements concerning a number of key buildings. The Chartist Tower refurbishment is at preliminary stages and the Council is engaged with a developer seeking to redevelop the indoor market. The Council was successful in securing stage II delivery funding for the refurbishment of the Market Arcade. Ongoing schemes at 123-129 Commercial Street, 4-5 Market Street and Griffin Island are either completed or progressing, increasing the supply of quality housing across a range of tenures available in the city centre.
Maximise environmental opportunities	The development of schemes to reduce our Carbon emissions has progressed well. The Council have undertaken renewable energy and building efficiency studies and are now embarking on a major building energy efficiency and renewable energy programme. The council have also implemented electric vehicles, public facing charging infrastructure and are working towards a plan to support active travel and electric vehicles further.
Work with communities and schools on a range of countryside, biodiversity and recycling related matters	2 weekly volunteer groups. Public Rights of Way volunteers and the Conservation Volunteers (~90 days). Over 40 outdoor education/forest schools sessions/events took place during 2017/18.
Increase household recycling and divert waste from landfill	We have continued monitoring the recycling tonnage collected – in 17/18 the recycling tonnage collected from the kerbside has gone over the 17,000 tonnes mark for the first time, with an overall increase of 2.7% compared to last year. Also, a trial to provide recycling options for residents living in the city centre, via bag collections, started by the end of 17/18, and response from residents has been very positive so far. Diversion from landfill to Energy from Waste has continued as planned; performance for the year has been 6.3%, exceeding the target of 7%. We are also working a new Waste Strategy - a report with the recommendations from the Scrutiny Committee has been sent to the Cabinet Member for Streetscene for considerations; at the same time, options have been presented to Senior Leadership Team (SLT) prior to

Steps	Progress
	Cabinet Member proposal. Further steps will be taken at the beginning of 2018/19 so the Strategy can be formally approved as soon as possible.
Protect and promote local built and natural assets and cultural heritage	<p>Successful Stage 1 application to the Heritage Lottery fund for a major grant to Repair, Restore and interpret the Transporter Bridge.</p> <p>Newport City Council have a range of leaflets which are used to promote its natural assets, these are available at events.</p> <p>Working in partnership with the Living Levels Partnership.</p>
Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment	<p>The service underwent a restructure; the effect of this will be to better support business compliance and rogue trader investigation. The teams have been aligned with these objectives at their core.</p> <p>The teams continue to carry out complex and 'normal' investigations. Officers have worked on investigations covering the following types of rogue trading:</p> <ul style="list-style-type: none"> • Selling counterfeit products • Unlicensed trading • Animal health and welfare • Selling dangerous electrical products • Selling dangerous and falsely described food • Doorstep traders deceiving vulnerable consumers • Retailers deceiving customers • Sellers of illicit tobacco <p>A number of these cases have resulted in formal action; examples are below:</p> <ul style="list-style-type: none"> • Two traders in counterfeit goods were prosecuted in April 2017; one was sentenced to 6 months imprisonment to be served immediately; whilst the other was sentenced to a 6 months' imprisonment to be suspended for 2 years and complete 200 hours community service. The value of the criminality was agreed at £155,000. [Special Investigations Team] • Two traders at a high street shop sold falsely described wedding dresses and were responsible for 129 complaints; the value of the fraud put to the court was £22,000; they were sentenced to 12 month suspended sentences. [Special Investigations Team] <p>Officers continued to inspect high risk food businesses as defined by the Food Law Code of Practice. 100% of A and B (the highest risk) rated premises were inspected (5 and 75 inspections respectively) and 88% of C rated premises were inspected (261 inspections). This performance exceeded that committed to our Service Plan. In addition</p>

Steps	Progress
	<p>funding from the Food Standards Agency was utilised to inspect 48 D rated premises that had not been inspected for some time. Inspections provide the opportunity to support reputable businesses and take appropriate enforcement action against those posing a risk to customer's health.</p> <p>Officers undertook project-based Health & Safety interventions such as (cooking) gas safety in catering premises and beverage gas safety. One intervention resulted in legal action being taken against the business for non-compliance with a notice requiring improvements.</p> <p>Significant compliance work has been carried out dealing with the licensed trade; particularly in relation to the late night economy and complying with taxi conditions. This has resulted in licence reviews, prosecutions and partnership work with the sector. 291 risk rating inspections were undertaken at licenced premises; this included audits at all high risk premises within the City Centre. 27 significant issues were found at city centre premises and they were all resolved. Officers completed audits late in the night and participated in 11 operations with Gwent Police and other agencies so as to help promote a safe and vibrant night life within Newport. Officers processed 3,000 applications in the year. [Licensing Team]</p> <p>Private Hire Operators who go beyond both statutory and council requirements are now rewarded for their efforts via a bronze, silver and gold reward scheme, rewarding those reputable businesses. 338 Private Hire and Hackney Carriage vehicles were inspected by the officers to ensure that both drivers are licenced and vehicles meet standards. [Licensing Team]</p> <p>Officers from across the teams continue to use the Proceeds of Crime Act as an investigative tool and a way of bringing income to the council. During the year one rogue tobacco trader was ordered to pay back £255,000 following a confiscation hearing and a rogue builder was ordered to pay back £200,000 [Scam Busters Team and Special Investigations Team]</p> <p>The council operates the Buy With Confidence scheme, a trader assurance scheme supported by over 50 Trading Standards authorities around the UK. Every business who is a member of the scheme is vetted by Trading Standards, so consumers have increased confidence in engaging with the business. During 2017/18 the Section had 7 approved businesses in the scheme. 1 gardener, 1 stair lift company and 5 vehicle sales businesses. [Consumer Protection Team]</p> <p>The Fake Free Newport Campaign resulted in increased awareness of the dangers of counterfeit goods. 25 businesses joined the scheme;</p>

Steps	Progress
	<p>there were many prevention messages released; and 240 pupils entered a poster competition. [Consumer Protection Team]</p> <p>Officers participated in a number of multi-agency Action Days; outcomes of the days have included enforcement, penalty notices, seizures, inspection advice and compliance checks at businesses such as scrap metal collectors, retailers and builders. [Licensing Team and Consumer Protection Team]</p> <p>Officers monitor animal feed importations into Newport Docks. 6 consignments were assessed; one of which was found to have high levels of toxin – remedial action was taken. [Industrial and Animal Health Team]</p> <p>The Street Trading Consent Policy was reviewed to make the running of temporary events such as the Food Festival more economically viable for organisers. [Licensing Team]</p>

4. Developing and regenerating the City – Good – Green

Objective: The objective goes hand-in-hand with the delivery of the Council’s ten-year Economic Growth Strategy ‘People, Places, Prosperity’, which will continue to drive Newport forward as ‘an area of visible change, with high aspirations, high achievement and shared prosperity’ as well as contributing to ‘A prosperous Wales’, ‘A resilient Wales’, ‘A globally responsible Wales’ and ‘A Wales of vibrant culture and thriving Welsh Language’ Well-being Goal for Wales.

This objective is rated green - good; All actions are on track, good progress has been made throughout the year.

7. Increasing recycling – Good - Green

Objective: To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented. The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste. This objective contributes to ‘A globally responsible Wales’, ‘A prosperous Wales’ and ‘A resilient Wales’ Well-being Goal for Wales.

This objective is rated as green - good; All actions are on track, good progress has been made throughout the year.

Case Study: Regenerating the City Centre

City regeneration continues to be a priority for Newport and contributes to many of the well-being goals. Newport has continued to make significant progress as a result of its growing stature as a place to live, work and invest. This positivity is reflected in the decision to review and refresh the existing City Centre Masterplan in 2017/18, in the wake of the completion of Friars Walk and the successful Vibrant and Viable Places programme delivery. The draft Masterplan shifted away from a traditional zone/usage

approach to identify a number of key catalytic 'Areas of Focus' that could drive investment and development over the duration of the plan. These Areas of Focus are premised on a number of projects that have the potential to act as economic accelerators for the City Centre and efforts through 2017/18 were concentrated on securing these anchor development schemes. With the ongoing contraction of retail continuing to see many properties left empty, these projects largely focus on re-purposing key vacant and under-utilised property to encourage diverse new uses able to better exploit the wider economic opportunities presented to the city as a result of key infrastructure improvements such as the removal of the Severn Bridge tolls, electrification of the south Wales main line, and the development of the Welsh International Convention Centre.

These catalytic projects include both commercial and residential developments. 2017/18 saw the Council broker a deal to enable redevelopment of the 16 storey Chartist Tower to bring a hotel, conference facilities and new office and retail space to the city centre. This key facility will not only see the tallest building in the city re-activated, but will deliver a regionally-significant package of investment bringing hundreds of jobs in the construction and hospitality sectors.

Newport was also successful in securing Heritage Lottery Funding for the refurbishment of its historic Market Arcade, with the long term ambition of using it to provide incubation and start up space for entrepreneurs. Securing the unique built heritage of the city, and engaging space in new ways whilst ensuring the cultural and social significance of these structures is celebrated, is one of the key challenges and opportunities for Newport given its wealth of historic structures. Securing this investment will not only support the vibrancy of the city centre but ensure the dilapidated grade II Listed structure is saved.

Quality housing across a range of tenures continues to be a focus for redevelopment, led by the significant RSL-led scheme to demolish the run of properties from 123-129 Commercial Street in order to create a bespoke 38-home apartment complex for the over 55s. Additional schemes delivering new homes in the affordable and private rented sectors moved towards completion over the year, with further interest stimulated in creating further market-sale properties also seen.

Well-being Objective 3: To enable people to be healthy, independent and resilient

This well-being objective contributes to the well-being goals: a healthier Wales, a resilient Wales, a more equal Wales, a prosperous Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh Language, a globally responsible Wales. How healthy, independent and resilient people are has a wider impact on all other aspects of their life. Whether they can work, attend education, take part in social activities and contribute to their communities is all influenced by this objective. This is why this objective is fundamental to all the Well-being Goals. The Wales We want Future Generations Report states that children need to be given the best start in life from very early years, well-being of all depends on reducing inequality and a greater value on diversity. We recognise the importance of prevention at an early age to improve and maintain well-being and to help tackle inequalities

This well-being objective will be good for Newport because:

Long Term – Life Expectancy and Healthy Life Expectancy are increasing in Newport, however there continues to be significant health inequalities between those living in areas of the highest levels of deprivation compared with those living in areas of lower deprivation. The latest life expectancy data shows an inequality gap of 9.9 years for men and 7.2 years for women. As for healthy life expectancy the inequality gap is 18.2 years for men and 20.1 for women. With an

ageing population it is important to enable people to be as well as possible now and in to the future and provide support along the way when appropriate. This will reduce the dependency and pressure on more acute services going forward.

Prevention – Applying a preventative approach to health is paramount to enabling people to manage their own health and wellbeing and preventing illness. Evidence suggests that people adhering to healthy lifestyle behaviour are less likely to develop life threatening diseases such as cancer, cardiovascular disease and dementia.

Integration – This objective supports The Healthier Wales Wellbeing Goal but support most of the others. Good physical and mental wellbeing enable people to participate fully in all aspects of life across the wellbeing goals (economic, social, cultural and environmental).

Collaboration – Working together with partners such as Aneurin Bevan University Health Board, Public Health Wales and the 3rd Sector is essential to achieving this objective.

Involvement – Feedback from engagement activity suggests more support to vulnerable or disadvantaged groups including people with disabilities for the future.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
Support people to remain living independently in their homes and communities	<p>Welsh Community Care Information System (WCCIS) has been successfully implemented which will help to establish a pathway for adult social services across health and social care.</p> <p>An integrated assessment tool has been implemented which is fully operational and Act compliant processes embedded within WCCIS.</p> <p>Extra Care is in the process of being re-commissioned, the specification and contract is in the process of being finalised to prepare for tendering.</p> <p>In-house Supported Living services are being reduced from 4 houses to 2 by 2020. The project team are scoping the work and sourcing alternative placements for existing tenants. Collaborative work with Registered Social Landlords and independent providers is identifying opportunities for move on.</p> <p>Installation of Disabled Facilities Grant (DFG) adaptations has performed well against target, but recommendations and changes following a service review may result in some changes to the service and potential increase in average days for the next financial year.</p> <p>The tender for the new Approved List of Contractors (ALC) will be published by June 2018. Work continues on drafting a Private Sector Housing Adaptations Policy.</p>

Steps	Progress
	<p>Commissioning of a City-wide floating support service for people aged 55+ funded by the Supporting People Programme to support people to remain in their own homes across all tenures or access more appropriate housing/accommodation settings. Expected start date of new service = 3 December 2018.</p> <p>Provision of additional housing support for five people with a range of learning disabilities preparing to move to independent self-contained accommodation in October 2018. (Tŷ Dewi Sant).</p> <p>Multi-agency work on a Housing First project with the provision of intensive housing and other support for a person with very complex needs and a street-based lifestyle.</p>
<p>Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness</p>	<p>The Breastfeeding Welcome Premises Scheme is aimed at making premises more welcoming and supportive of breastfeeding families, as well as making the public aware that they are able to breastfeed their babies in any public premises. This was funded through the Single Integrated Plan, supported by the One Newport Partnership. The scheme was officially launch in March 2018 and the publicity and feedback was positive.</p> <p>Since the launch, there have been many other premises express an interest in being added to the register. Work on the Breastfeeding Welcome scheme will be continued with the aim for it to grow and engage with lager companies in the City.</p> <p>The Phunky Foods Programme (PFP) is an early years and primary school programme consisting of healthy lifestyle curriculum activities. The aim of the programme is to assist schools in meeting healthy lifestyle curriculum requirements by delivering key, consistent health messages via the existing curriculum / topic areas or via the PhunkyFoods club, to support inspection frameworks, achieve local and national Healthy Schools standards and organise their curriculum to include more healthy lifestyles material.</p> <p>In the year 2017/18, 240 children were engaged in the PFP and funding permitting, Families First continues to work with Schools across the city to develop the programme further.</p> <p>The ASH Wales 'Smokefree Gates' campaign involves a voluntary ban coupled with signage and a public awareness campaign. The aim of the campaign is to deter people from smoking at the school gates. ASH Wales work with Local Authorities to further develop Smokefree policies that will increase the amount of 'Smokefree spaces' and protect young people from the harmful effects of second-hand smoke. By introducing this voluntary ban at the school gates, young people have less exposure to the influence of smoking.</p>

Steps	Progress
	<p>To date all schools in Newport have signed up to Smoke Free Gates.</p> <p>Suicide Prevention</p> <p>A multi-agency approach has been adopted within Newport to provide signage on 6 identified locations on the bridges around Newport. Agreement has been secured for at least 3 signs on each side of each bridge (located at the both ends and in the middle) for the following bridges:</p> <ul style="list-style-type: none"> • Town Bridge (Clarence Place) • Newport City Footbridge (Millennium Walk) • George Street Bridge • SDR Bridge • Caerleon Bridge <p>Permission has been sought from WG Trunk Road Agent for the M4 flyover at High Cross. This equates to 42 signs in 6 locations. Displaying signage (posters) in car park lifts / stairwells is also being explored. Previous suicide hotspots have been identified and contact details of the nearest acute mental health ward for a person in crisis will be displayed.</p> <p>The target for 36 firefighters to attend Safe Talk and ASSIST training has not been met. This training will take place in 2018-19.</p> <p>Mental Health Conference</p> <p>A mental health and well-being conference for secondary school teachers took place in March 2018: "Newport Schools Conference: Supporting Well-being of Staff, pupils and the Whole School Approach". Many excellent speakers attended including: Dr Dave Williams, Chair Children in Wales & Divisional Director of Family and Therapies, ABUHB, Dr James Cording, Education Psychologist & Caroline Friend, Emotional Well-being in Schools Improvement Lead for Newport, Dr Jillian Grey, Research Assistant, DECIPHer, Rob Williams, National Association of Head Teachers Policy Director Cymru, Tim Anfield, Mindful Families, Mark Champion, Estyn Lead Officer for Health & Well-being and Lynn Neagle Assembly Member and Chair Children, Young People and Education Senydd Committee who closed the conference.</p> <p>Two pupils from Bassaleg School who participated in the recent secondary school mental debate in Newport, as part of the Royal College of Psychiatrists Debates, one of whom was the winner of the best individual speaker competition, provided a 'snippet' from their debate on "Is school bad for your health?"</p> <p>This conference was well attended and well received and a briefing report will be produced with recommendations for future actions to be</p>

Steps	Progress
	<p>disseminated in May 2018.</p> <p>Two mindfulness training courses for teachers have also been funded. Places for 20 teachers on each course have been allocated, and the courses are due to start in May 2018.</p>
<p>Support children to remain safely with their families</p>	<p>Across Children's Services all teams work to support children to remain with their families. First and foremost families are supported for children to be safely and appropriately cared for with their parents and siblings. The Preventions and Family support teams offer a plethora of interventions and programmes to offer a range of supports from Parenting Programmes to specialist intervention focussing on domestic abuse to household routines to therapeutic care.</p> <p>All teams use Signs of Safety to work with families and emphasise the positives and ensure families understand what is required. Over the summer additional family consultations have been introduced to give additional weight to earlier interventions.</p> <p>The Partnership with Barnardo's deliver Edge of Care services when there is a risk of children becoming looked after and support rehabilitation as appropriate. The Partnership services are currently being reviewed and are subject to quality assurance on a case by case basis.</p> <p>If despite support children require cannot be cared for safely then the fostering team and then the Pathway teams look to support wider family members with Special Guardianship Orders to keep children within their family. Over the coming year staff will be trained to deliver family meetings and some staff will receive more specialist training to facilitate Family Group Conferencing. This will strengthen a whole family approach and ensure positive steps are taken early to maintain families.</p>
<p>Support all schools to work towards the National Quality Award for Healthy Schools</p>	<p>The Healthy Schools team have worked with individual schools to prepare for their next level of accreditation. An increased focus on schools gaining the highest level of award, the National Quality Award (NQA) has resulted in a notable increase of schools successful in this award.</p>
<p>Work towards Newport becoming a recognised Dementia Friendly City</p>	<p>Newport was accredited as '<i>working to become dementia friendly</i>' in June 2015. During 2017/18 considerable progress has been made to raise awareness of dementia and encourage organisations to adopt dementia friendly practices and support people living with dementia and their carers.</p> <p>The implementation group continues to rollout Dementia Friends awareness sessions to partner organisations. A number of different organisations have supported Dementia Friendly City (DFC) and</p>

Steps	Progress																				
	<p>received Dementia Friends awareness sessions and identified champions to train staff. Organisations and businesses that are supporting a DFC are</p> <ul style="list-style-type: none"> • Local Authority staff including Social Services, Business Development, Adult Education and Elected Members & Newport Library Service • Local Schools – St Joseph’s RC, Crindau, Glasllwch and YG Casnewydd • Melin, Pobl, Derwen and Linc Cymru Housing Association • Newport Care and Repair • Dragons Rugby • Newport AFC • Gwent Police and Office of Police Crime Commissioner including Police cadets • South Wales Fire Service • ABUHB staff across a number of medical settings including GPs • Newport Live • Tesco • Monmouthshire Building Society and Natwest • Department of Work and Pensions <p>Newport City Council is leading the way in raising awareness of dementia, developing support for people living with dementia and their carers, and encouraging dementia-friendly practices across the city. In recognition, the Mayor of Newport, Councillor David Fouweather, formally accepted Dementia Friendly City accreditation from the Alzheimer’s Society, at a meeting of full Council.</p> <table border="1" data-bbox="544 1323 1481 1742"> <thead> <tr> <th data-bbox="544 1323 842 1402">Training & Awareness</th> <th data-bbox="842 1323 995 1402">15/16</th> <th data-bbox="995 1323 1161 1402">16/17</th> <th data-bbox="1161 1323 1321 1402">17/18</th> <th data-bbox="1321 1323 1481 1402">TOTAL</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1402 842 1570">Dementia Friends</td> <td data-bbox="842 1402 995 1570">Target 500 Actual 1448</td> <td data-bbox="995 1402 1161 1570">Target 750 Actual 2226</td> <td data-bbox="1161 1402 1321 1570">Target 1000 Actual 1684</td> <td data-bbox="1321 1402 1481 1570">5358</td> </tr> <tr> <td data-bbox="544 1570 842 1653">Dementia Friends sessions</td> <td data-bbox="842 1570 995 1653">Target 25 Actual 84</td> <td data-bbox="995 1570 1161 1653">Target 50 Actual 135</td> <td data-bbox="1161 1570 1321 1653">Target 75 Actual 83</td> <td data-bbox="1321 1570 1481 1653">302</td> </tr> <tr> <td data-bbox="544 1653 842 1742">Dementia Champions</td> <td data-bbox="842 1653 995 1742">Target 10 Actual 27</td> <td data-bbox="995 1653 1161 1742">Target 12 Actual 13</td> <td data-bbox="1161 1653 1321 1742">Target 15 Actual 9</td> <td data-bbox="1321 1653 1481 1742">49</td> </tr> </tbody> </table>	Training & Awareness	15/16	16/17	17/18	TOTAL	Dementia Friends	Target 500 Actual 1448	Target 750 Actual 2226	Target 1000 Actual 1684	5358	Dementia Friends sessions	Target 25 Actual 84	Target 50 Actual 135	Target 75 Actual 83	302	Dementia Champions	Target 10 Actual 27	Target 12 Actual 13	Target 15 Actual 9	49
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Improve opportunities for Active Travel	<p>Data has shown a huge rise as we are completing active travel routes and beginning to receive data from the combined cycling and walking counters on routes. True improvements will be measured in the coming years.</p> <p>NCC have responded to development control and provide recommendations.</p>																				

Steps	Progress
<p>Regulate residential dwellings to ensure provision of safe homes</p>	<p>Officers receive monthly intelligence from the National Scams Team regarding Newport residents who may be vulnerable to responding to scam mail. The intelligence is based on lists of names obtained via raids on persons and businesses conducting scam operations and from actual response mailings (often containing cash or cheques) seized. Officers met 55 vulnerable residents in the year. Where a particularly vulnerable repeat victim is discovered officers will work with that person with the purpose of target hardening them to prevent further financial loss. [Consumer Protection Team]</p> <p>The Houses in Multiple Occupation (HMO) Licensing Scheme continued to be operated by officers to regulate property and management standards. The number of licensed HMO's continues to be significant (over 430) but the number did fall during 17/18 due to changes in the local rental market and UK Government taxation policies.</p> <p>Officers responded to 1,44+ service requests relating to housing issues, which includes those from tenants of non-HMO properties and Registered Social Landlord properties.</p> <p>Significant resource was also invested in regulating landlords and property management agents via Rent Smart Wales, the registration and licensing scheme introduced by the Welsh Government and operated by Cardiff Council on behalf of all local authorities in Wales. The input of local officers required by Rent Smart Wales continues to be significant but funding is provided by both Rent Smart Wales and the Welsh Government to support the Council. Rent Smart Wales gives an opportunity to improve management standards for rented residential properties.</p> <p>In order to try and improve the local environment, officers worked closely with colleagues in Streetscene to revise the HMO licensing conditions relating to waste storage facilities and these are now included on all new licences issued.</p>
<p>Work towards improved air quality</p>	<p>Implementation of new Taxi Policy with embedded Environmental Policy. This will ensure that all new applications and transfers are to a minimum air emissions standard. 58% of the current fleet of 908 hackney carriage vehicles and private hire vehicles meet or surpass the improved emissions standards. This percentage will improve as all new applications will need to involve a vehicle that surpasses the improved emissions standards. [Licensing Team]</p> <p>An officer worked closely with Development Control colleagues to write Supplementary Planning Guidance on Air Quality to help ensure consistency in the way in which air quality is dealt with through the Planning system. This was adopted in February 2018.</p>

Steps	Progress
	<p>Following air quality monitoring, work was undertaken to update the Air Quality Management Areas (AQMA) in the Council's area. 4 new AQMAs were made, 3 existing areas were modified and 1 was revoked.</p> <p>Regulatory Services operates an automatic air quality monitoring station, which is located at St Julian's School, and this forms part of a UK national network. During 17/18 the cabin housing all the equipment was replaced as the old one was no longer weatherproof. This investment was essential in order to continue with the valued monitoring which has been undertaken for many years.</p>
<p>Regulate businesses and support consumers/residents to protect and improve health</p>	<p>Implementation of new Taxi Policy with embedded Safeguarding Vulnerable Client Training. During the year 317 taxi drivers received training. [Licensing Team]</p> <p>Officers have been working with the Aneurin Bevan Health Board to use local Accident & Emergency data in the decision making process of premises licence applications, reviews and mediation meetings. In one instance this data was instrumental in the refusal of an application that an off licence could open as late as 3 a.m. [Licensing Team]</p> <p>Officers participated in the Europe wide Operation Opson and sampled supplements from Newport businesses. They all failed labelling requirements in relation to health warnings, instructions for use and compositional declarations and one contained the chemical name of an illegal Class C drug; all were designed to raise the heart rate to burn fat. Intervention with the traders saw the products removed from sale. Officers also completed a Food Allergy Sampling Programme which highlighted poor compliance. The traders with the most serious offending have appeared in court. [Consumer Protection Team]</p> <p>Through the year officers carried out a test purchasing programme; focussing on alcohol and tobacco sales to children. Volunteers under the age of 18 years attempted purchases of alcohol (29) tobacco (8) fireworks (6) and knives (16) resulting in 12 actual sales (5 alcohol, 2 tobacco and 5 knives). This represents a 20% failure rate [Consumer Protection Team]</p> <p>One enforcement intervention resulted in the seizure of 10,000 items. Among these items were a considerable number of electrical products. At the intervention, a safety examiner tested 38 samples; all failed regulations and 5 were classed as dangerous. [Special Investigations Team]</p>

1. Improving independent living for older people – Acceptable - Amber

Objective: Working with Aneurin Bevan University Health Board and partner agencies Neighbourhood Care Networks (NCN's) have been developed comprising all Primary Care, health and social care

community providers operating across the West, East and North of the city with boundaries which broadly coincide with the Team around the Cluster boundaries, and they have a adopted range of priorities to improve the health and wellbeing of the population, many of which are contributors to the Health and Wellbeing theme work to deliver the Newport Single Integrated Plan. This objective contributes to all of the 7 Well-being Goals for Wales.

This objective is rated amber – acceptable; There has been a positive improvement overall, all actions are on track; however, there is 1 red and 1 amber measure.

2. Ensuring people have the right social services to meet their needs – Excellent – Green Star

Objective: We will help people identify and fulfil the outcomes they want to achieve, where possible utilising their ideas and preferences with an emphasis on co-production and use their own ideas and resources. We will help people with care and support needs to stay safe whilst promoting their independence and control whilst supporting positive risk taking through the provision of high quality care and support services. This objective contributes to all of the 7 Well-being Goals for Wales.

This objective is rated as green - good; all actions are on track, good progress has been made throughout the year.

Case Study: St Joseph's RC School - first school in Wales to be awarded Dementia Friendly status

St Joseph's RC School is the first school in Wales to be awarded Dementia Friendly status following a visit from a city care provider. Pupils and staff at St Joseph's RC High School took part in interactive information sessions run by Ray Morrison, a Dementia Friends Champion and director of Newport home care provider, Bluebird Care. Having first-hand experience providing care for people in their own homes, Mr Morrison has already seen an increase in the number of customers with dementia. All staff at Bluebird Care are trained as Dementia Friends as part of the company's commitment to provide a high quality care service.



Mr Morrison said that his son Euan, a pupil at St. Joseph's, came up with the idea of working with schoolchildren having ran several sessions with businesses in Newport.

Well-being Objective 4: To build cohesive and sustainable communities

This well-being objective contributes to the well-being goals: a more equal Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh Language, a globally responsible Wales. The Wales We want Future Generations Report states that future generations need thriving communities built on a strong sense of place; well-being of all depends on reducing inequality and a greater value on diversity; celebrating success, valuing our heritage, culture and language will strengthen our identity for future generations; and greater engagement in the democratic process, a stronger citizen voice and active participation in decision making is fundamental for the well-being of future generations.

The Community Wellbeing Profile (CWP) noted a small decrease in the proportion of Welsh speakers in the Newport population, and a Welsh Language Strategy is in place to promote the use of Welsh and supporting Welsh medium education. The CWP also noted public concerns about crime and anti-social behaviour and some evidence of racial/ethnic tensions. CWP engagement work also noted the importance the public placed on cultural assets e.g. libraries, theatre, open spaces in terms of community cohesion and wellbeing.

This well-being objective will be good for Newport because:

Long Term – Recent engagement identified that an increased focus on strengthening community resilience and building on their assets was required in the next 20 years. Relevant activities include, promotion of parks and open spaces, promotion of the Welsh language, land use planning for sustainable communities, prevention of youth offending.

Prevention, relevant activities include – deliberate fire starting, youth offending, anti-social behaviour (ASB), PREVENT programme, homelessness prevention

The recent work to tackle community safety/cohesion issues in Pill recognises the need for a **long term** vision and strategy, which **integrates** with the economy and skills and health and wellbeing work areas, based on **prevention** and intervention e.g. youth offending. Furthermore this work will need to **involve** the community in identifying and addressing the issues that concern them. Success will depend on strong **collaboration** between public services, the third sector and the community.

Integration/collaboration, relevant activities include – land use planning strategy, holistic strategies to tackle ASB, integrated youth offending services, multi-agency community cohesion programmes.

Involvement – multi-agency engagement processes and arrangements are being developed. The engagement on the Wellbeing Assessment marked a new collaborative approach and increased the involvement of hard to reach groups. Engagement activity has suggested that maintaining community networks, families and activities was important. A reduction in crime and anti-social behaviour came out also came out strongly.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
<p>Deliver a community cohesion programme that creates opportunities for communities to interact with one another</p>	<p>The main focus for 2017/18 has been the delivery of the Welsh Government 2017-2020 Community Cohesion programme for the city, which includes:</p> <p>Promotion of positive messages and counter narratives at national and local level relating to equality and inclusion and to counter discrimination, including around Equalities week, Hate Crime Awareness Week, Refugee week etc. This area of work has progressed positively with partner agencies working together on sharing common messages as well as support for multi-agency approaches to tackling community tension. An example would be the response to the impact of post-terror arrests in Newport. Arrangements were set up between corporate communications teams across partners to ensure we shared up to date and accurate information with the public.</p> <p>The support provided to migrants, refugees and asylum seekers and host communities during the integration process has continued to be delivered on a multi-agency basis across Newport. This includes on-going delivery of the Resettlement programme across Newport and integration support being provided by partners including Gwent Police, South Wales Fire and Rescue Service and Coleg Gwent</p> <p>The Hate Crime forum continues to operate within the city and considers data and related trends in order to manage a suitable response. In addition, high risk cases being managed by a well-established case handling group. Additional awareness training has been delivered across partner agencies in relation to 'online hate and its impact on cohesion'.</p> <p>The Newport Channel Panel provides a supportive response to individuals who are at risk of radicalisation and works alongside Home Office approved intervention providers. The panel is chaired by the local authority and has members representing Gwent Police, University of South Wales, ABUHB, prisons and probation.</p>
<p>Prevent offending and re-offending of young people</p>	<p>On balance, whilst Newport (and Gwent) have the highest First Time Entrants (FTE in) Wales, in reality comparison with other local authorities across Wales, is like comparing apples and pears as the process underpinning decision making is vastly different to other areas. As has previously been stated, the Youth Offending Service (YOS) continues to robustly monitor all FTE's and ensure diversion wherever possible, but the process we have currently escalates young people into the system.</p>

Steps	Progress
	<p>The HM Inspectorate of Probation (HMIP) thematic inspection on out of court disposals published in March 2018 unfortunately gave no definitive guidance on what should be the national process for dealing with FTE as was hoped. Further discussion took place at the Gwent Local Criminal Justice Board (LCJB) and agreement was approved that the Gwent Bureau process can be reviewed. This has been done and it is anticipated that the revised process will be ratified in September 2018 by the LCJB. This will result in far more young people being able to be diverted from court and the Youth Justice Service thus reducing FTE which will intrinsically impact positively on re-offending also.</p> <p>We are currently reviewing our prevention offer in light of the anticipated changes, to ensure we provide meaningful and realistic diversions from offending and can meet the increased demand at the early intervention stage.</p> <p>The YOS invited a peer review in June 2018 and recommendations from this exercise have been included in the YOS plan for 2018/19 and include actions on a partnership level as well as service based one.</p> <p>As regards achievements in 2017/18, reported performance generally improved with two notable exceptions – a slight increase in FTE, reasons for which are outlined above, and a slight decrease in performance in relation to Education Training and Employment (ETE) for school aged children. There is an action plan to specifically to seek to address this.</p> <p>There is a continuing trend in the reduction of the use of youth custody, though 33% of young people sentenced in 2017/18 to custody did so as a result of breaching their community orders, hence the YOS needs to look at how we more effectively engage with young people and adopt more desistance based practice.</p> <p>To date in 2018/19, there have been no young people sentenced to custody, though there are a number of young people currently on remand for serious offences, who are yet to be sentenced.</p>
<p>Develop sustainable communities through the provision of good quality, accessible and affordable housing</p>	<p>Installation of Disabled Facilities Grant adaptations has performed very well against target, but recommendations and changes following a service review may result in some changes to the service and potential increase in average days for the next financial year.</p> <p>3 new specialist units of affordable housing were completed during the quarter for people with learning disabilities. Returning empty homes to use continues to present a challenge. The empty homes loan scheme is currently being revised in line with Welsh Government funding requirements.</p>

Steps	Progress
	<p>Services around homeless prevention are embedded within service provision and resources are directed to effectively seek to tackle homelessness at source and in advance of homelessness occurring where practicably possible. Additional services have been established to address rough sleeping, youth homelessness and develop accommodation options within the private rented sector as well as building on existing partnerships and work. An audit of homelessness process was undertaken and this has received a positive result and outlines that the service is sound with no significant failings identified.</p>
<p>Prevent and tackle instances of antisocial behaviour impacting upon the residents and the business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime</p>	<p>Officers participated in the May 2017 Rogue Trader Week. 12 financial institutions were visited; 26 vehicles stopped & checked; 10 offences detected; 3 penalty notices issued; 9 advice packs provided; 5 intelligence logs submitted; and 2 households visited with Police [Consumer Protection Team]</p> <p>In October 2017, a restructure was implemented to move a number of Environmental Health (EH) colleagues to be co-located with Community Safety colleagues. This was designed to bring all of 'neighbourhood' functions together to improve services for the public. The 'EH' officers and the Anti-social Behaviour Liaison Officers were brought together under the management of a Principal Environmental Health Officer, as many of the cases dealt with have common features. The Community Safety Wardens have delivered the front-line initial response to noise nuisance cases for EH for some time, therefore co-location with EH professionals has been a very positive step to improve the effectiveness of the service.</p> <p>All scrap metal licenced sites were inspected to ensure compliance with terms and conditions coupled with 4 multi agency operations and warrants carried out on these sites. Despite scrap metal crime slightly decreasing the effects of the crime can have detrimental effects on local community and businesses, from preventing trains running due cables being cut from lead being removed from local community halls or places of worship. [Licensing Team]</p> <p>All gambling premises have also been inspected and special attention has been made in looking at licence holders risk assessments in regarding excluding problem gamblers. [Licensing Team]</p> <p>Through the year officers carried out a test purchasing programme; focussing on alcohol and tobacco sales to children. Volunteers under the age of 18 years attempted purchases of alcohol (29) tobacco (8) fireworks (6) and knives (16) resulting in 12 actual sales (5 alcohol, 2 tobacco and 5 knives). This represents a 20% failure rate [Consumer Protection Team]</p> <p>Residents who allow their dogs to stray cause significant nuisance to</p>

Steps	Progress
	<p>the public. Officers at Newport Dog's Home care for seized stray dogs and have won the RSPCA Gold Footprint Award for their work. [Industrial and Animal Health Team]</p> <p>The Anti-social Behaviour Liaison Officers continued to provide support to partners such as Gwent Police, South Wales Fire & Rescue Service and local Registered Social Landlords to ensure that those individuals causing ASB to others were effectively dealt with. The officers chaired multi-agency meetings throughout the year. Requests for Victim Support were also responded to.</p> <p>Operation Bang, a multi-agency operation focussed on preventing anti-social behaviour around Bonfire Night was coordinated by the Anti-social Behaviour Liaison Officers and was again heralded as a success.</p> <p>Officers developed a Public Spaces Protection Order for Pillgwenlly to assist Gwent Police to deal with anti-social behaviour in public places. The Scrutiny process to review the City Centre Public Spaces Protection Order was commenced in January 2018.</p> <p>The Community Safety Warden Service and officers from Regulatory Services' Housing team have been active on the multi-agency Pill Action Days, which have received positive feedback from residents and businesses in the area.</p> <p>A core part of our strategy to tackle ASB involves the delivery of diversionary activities. On identification of hotspot areas in Newport, delivery partners worked with various stakeholders to plan an intervention strategy to engage positively with young people involved or on the cusp of ASB.</p> <p>'Anti-Social Bob' is a short digital media film that has been created by the Youth Offending Service (YOS) service users through grant sponsorship from Newport City Council and One Newport. The project has been developed to act as an early intervention tool aimed at 'breaking the cycle' of Anti-Social Behaviour. The film is specifically tailored to appeal to primary aged school children and will be delivered to al 45 primary schools across Newport. YOS staff, with support from both Gwent Police and South Wales Fire Service liaison officers, will deliver the workshops with the message that the film carries, namely that 'Anti-social behaviour affects everybody'.</p> <p>The Pride in Newport campaign has continued throughout 2017/18, with proactive and reactive activities to reduce the negative impact of fly tipping and collaborative work with community groups and other agencies such as Keep Wales Tidy, police and fire brigade.</p>

Steps	Progress
	Environmental Health colleagues investigated 189 incidents of fly tipping.
Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.	<p>Partnership work is improving between the Council the Police, Ward Members, regeneration partners and representatives of the community. Six Pill Action Days have now been held since the commencement of the Pill Public Spaces Protection Order in 2017. The work programme in Pill is shaped by the residents and perception surveys undertaken to measure progress.</p> <p>Pill remains the main focus for the area focussed model, however a similar approach is emerging in Ringland with the proposed redevelopment of the shopping centre and community hubs with the intention of improving wellbeing and reducing crime/ASB. The Pill model was also the precursor for the wider cross-Newport work on Serious and Organised Crime – which identifies community resilience and engagement as vital in preventing crime and ASB.</p>
Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life	<p>The 5 Year Welsh Language Strategy was approved by council in March of 2017 and contains a number of actions that look to increase the number of Welsh speakers in Newport over the next 5 years.</p> <p>Despite only being in the first year of the strategy, the authority can already note a number of successes against its delivery. This includes the development of a 'Benefits of Bilingualism' promotional leaflet, which has widely been praised for its design and inclusivity, and the development of a dedicated Black, Asian and Minority Ethnic (BAME) engagement project that looks to improve the ways in which Welsh language organisations engage with different ethnic minority groups in Newport.</p>
Deliver a sustainable library service and varied cultural offer	<p>The Council has agreed to join the All Wales Library Management System. This is an initiative sponsored by Welsh Government and will see a common library data base whereby it will be possible to borrow any book held in a public library in Wales. This initiative will increase reader choice, improve collaboration between Library authorities and offer savings on the acquisition of book stocks</p> <p>Successful partnership to create a new display reinterpreting the Early Peoples section of the Museum permanent display as part of the Living Levels project.</p> <p>During the first quarter of 2018, there has been an increase in visitor numbers to 118,814 in comparison to the first quarter of 2017-18 where visits numbered 116,542. In March/April, the service conducted its bi-annual customer survey and overall the results were an improvement on the last survey conducted in 2016. The surveys are used to complete the Welsh Public Library Standard returns and the responses were more positive in a number of key indicators:</p>

Steps	Progress																							
	<table border="1"> <thead> <tr> <th data-bbox="531 253 1086 322">Quality Indicator</th> <th data-bbox="1086 253 1267 322">2018 result</th> <th data-bbox="1267 253 1497 322">2016 result</th> </tr> </thead> <tbody> <tr> <td data-bbox="531 322 1086 456">Percentage of adults who experience the library as an enjoyable safe and inclusive place</td> <td data-bbox="1086 322 1267 456">96%</td> <td data-bbox="1267 322 1497 456">95%</td> </tr> <tr> <td data-bbox="531 456 1086 591">Percentage of adults who think that the library has made a difference to their lives</td> <td data-bbox="1086 456 1267 591">85%</td> <td data-bbox="1267 456 1497 591">77%</td> </tr> <tr> <td data-bbox="531 591 1086 725">Percentage of children aged 7-16 who think that the library helps them learn and find things out</td> <td data-bbox="1086 591 1267 725">92%</td> <td data-bbox="1267 591 1497 725">89%</td> </tr> <tr> <td data-bbox="531 725 1086 826">Percentage of adults who think that the choice of books is 'very good' or 'good'</td> <td data-bbox="1086 725 1267 826">91%</td> <td data-bbox="1267 725 1497 826">89%</td> </tr> <tr> <td data-bbox="531 826 1086 960">Percentage of adults who think that the standard of customer care is 'very good' or 'good'</td> <td data-bbox="1086 826 1267 960">97%</td> <td data-bbox="1267 826 1497 960">95%</td> </tr> <tr> <td data-bbox="531 960 1086 1059">Percentage of adults who think that the library is 'very good' or 'good' overall</td> <td data-bbox="1086 960 1267 1059">95%</td> <td data-bbox="1267 960 1497 1059">92%</td> </tr> </tbody> </table>	Quality Indicator	2018 result	2016 result	Percentage of adults who experience the library as an enjoyable safe and inclusive place	96%	95%	Percentage of adults who think that the library has made a difference to their lives	85%	77%	Percentage of children aged 7-16 who think that the library helps them learn and find things out	92%	89%	Percentage of adults who think that the choice of books is 'very good' or 'good'	91%	89%	Percentage of adults who think that the standard of customer care is 'very good' or 'good'	97%	95%	Percentage of adults who think that the library is 'very good' or 'good' overall	95%	92%		
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	<p>The library service continues to maintain a programme of events and activities across all our sites that supports the wider cultural offer. Examples of the regular activities we offer include Story-club sessions for pre-school children; holiday activities; Welsh Language Rhymetime sessions; and a Sing and Smile sessions organised by Goldies Cymru at Caerleon Library.</p> <p>Newport Museum and Art Gallery actively promotes cultural participation by offering a variety of exhibitions, displays, events and activities for a range of audiences. The provision of free and diverse opportunities to engage with and explore Newport's history and heritage contributes directly to the wellbeing agenda. The success of the Museum's activities is evidenced in an increase in visitor numbers by 3.9% in 2017/18 compared to the previous financial year.</p> <p>Permanent displays are complemented by temporary exhibitions which are often developed in close cooperation with local artists, special interest or community groups. In recent times, staff have worked with the Friends of the Newport Ship and the Friends of the Museum and Art Gallery on temporary exhibitions to celebrate the 15th anniversary of the discovery of the Newport Medieval Ship and showcase the Museum's collection of modern prints.</p> <p>An ongoing programme of events and activities offers opportunities to engage with aspects of Newport's history and the Museum's collections</p>																							

Steps	Progress
	<p>in a variety of ways. Activities range from formal talks and guided store tours to object handling and family craft sessions, including workshops lead by practicing artists. Self-lead activities and trails encourage families to explore the Museum and Art Gallery at their own pace. A fairly door trail designed for toddlers has proven particularly successful.</p> <p>Staff engage with formal education providers, including schools, by offering tailored experiences which aim to explore aspects of the Museum’s collections. Poetry workshops with local schools were inspired by the circus painting the Grand Parade by Dame Laura Knight earlier this year and a Arts & Education Network seed fund enabled a group of year 9 learners from Llanwern High School to explore and research objects and Newport’s history as a basis for an escape room experience.</p> <p>The Museum offers work placements and volunteering opportunities and is a lead partner in the Fusion project, thus providing opportunities for disadvantaged community groups to engage with and be inspired by Newport’s heritage.</p>
<p>Work with key partners to promote the city’s parks, open spaces and coastal path</p>	<p>NCC are partners with the Living Levels Partnership. During events NCC have had stands and provided leaflets to promote the city’s green spaces.</p>
<p>Develop opportunities for community involvement, participation and engagement</p>	<p>Funding has been secured to run bus wifi surveys for the next 3 years. This has massively enhanced the Council’s engagement reach to 6000-8000 people each month and gives access to younger citizens.</p> <p>An engagement review is underway to consider our current reach, methods & resources and best practice. This will report in to Overview & Scrutiny Management Committee.</p> <p>The Pill Action Days outlined above are empowering the local community and improving their social capital.</p> <p>The participation and involvement of young people is being developed with the expansion of Newport Youth Council and with a new provider running this service. The commissioning of this service was young person led and involved them at all procurement stages.</p>

3. Ensuring people have access to suitable accommodation – Good – Green

Objective: To ensure that people have access to suitable accommodation. For most people, their homes are the foundation for everyday life and are critical to their quality of life. Most households are able to find homes through owner-occupation, the social rented sector or, increasingly, the private rental market but we need to make sure that the supply of housing is aligned to local housing needs and that there is help available for individual households who cannot find homes or whose housing is unsuitable, in poor condition or at risk. This objective contributes to ‘A Wales of cohesive communities’, ‘A more equal Wales’, ‘A Wales of vibrant culture and thriving Welsh Language’ and ‘A globally responsible Wales’ Well-being Goal for Wales.

This objective is rated green - good; All actions are on track, good progress has been made throughout the year.

4. Developing and regenerating the City – Good – Green

(See Well-being Objective 2)

8. Improving outcomes for youth justice- Acceptable - Amber

Objective: The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people. This relates to prevention of antisocial behaviour and offending; appropriate use of Out of Court Disposals to divert young people from the criminal justice system; reducing the rate of proven re-offending and reducing the proportion of young people sentenced to custody. In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second. This objective contributes to 'A Wales of cohesive communities', 'A more equal Wales' and 'A globally responsible Wales' Well-being Goal for Wales.

This objective is rated amber – acceptable; There has been a positive improvement overall, however, some actions are falling short of planned outcomes and there are 3 red measures.

Case Study – Multiagency response to ‘Punish a Muslim Day’ letters

In March 2018 anonymous letters calling for a coordinated attack on Muslims were sent to addresses across the UK. Whilst no letters were received in Newport, images of the A4 notes, which contain a list of violent acts alongside a number of points for performing them, have been widely shared online. This caused considerable anxiety within the communities in Newport and concerns were raised by schools and community representatives.

A joint-response was developed between the council, Gwent Police and other partners to provide reassurance to the affected communities as well as ensure that services were operationally ready to respond to any incidents.

An agreed message was shared across all agencies, making it clear that there was no room for hate in Newport and that any incidents would be responded to robustly. Additional information on how to report concerns and incidents was also shared through community and public sector staff networks. The coordinated response was well-received by the affected communities and provided public sector partners a template on an effective response to future incidents/issues.

Well-being Reporting Framework

Well-being objectives have been set and published as part of the Corporate Plan, in consultation with Heads of Service and agreed by Cabinet and Council. A reporting framework is now in place that will demonstrate how and when the objectives will be met. This annual report is part of the framework highlights the progress that has been made over the last 12 months, how the objectives contribute to the well-being goals and the steps we are taking to meet the objectives, which are consistent with the sustainable development principle.

As part of the reporting framework, we are developing pages in our performance management system (MI Hub) which will be used to monitor progress towards achieving each well-being objective.

Responsible officers will update the MI Hub on a quarterly basis, giving details of the progress towards each step and planned activity for the next quarter as well as an overall judgement for each objective. Service Plan performance indicators have been linked to the well-being steps and will be used to help determine overall progress. The benefit of using MI Hub is that we can enter data and commentary once and use it in multiple places, reducing the necessity for duplication. MI Hub enables us to have a more holistic approach to monitoring as we are able to link strategies and plans e.g. the service plan objectives will be linked to the well-being objectives and each of these plans can in turn be linked to the Corporate Plan as appropriate.

National Measures summary

In 2017/18 there were 49 National Measures, these include Public Accountability Measures (PAMs) and Social Service Performance Measures (SSPMs). The points below highlight the council's performance in 2017/18 for the national measures overall:

- 59% of national measures have performed better than target
- 43% of national measures have performed better than last year (42 measures with comparable data)

All Wales data for 2017/18 will be provided in a separate report once the data has been released by Data Cymru.

WAO proposals for improvement

During 2013/14 the council received its Corporate Assessment from the Wales Audit Office (WAO) containing six recommendations for action. Progress has been made towards delivering the Wales Audit Office proposals for improvement and recommendations.

The WAO returned to conduct a follow-up review of the Corporate Assessment 2014/15; this resulted in removal and revisions to the original recommendations and Proposals for Improvement and the addition of a recommendation. A further review of the Corporate Assessment was carried out by the WAO in 2015/16; this reduced the number of recommendations from 7 to 4 which shows that the council has improved despite continuing financial and legislative pressures.

Additional detail on these actions can be found at the end of this report.

Links and further information:

[Corporate Plan 2017-2022](#)

[Improvement Plan 2016-18](#)

[Improvement Plan Summary 2016-18](#)

[Corporate Plan 2012-2017](#)

[Performance Management webpages](#)

Have your say

Newport City Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this Improvement Plan review please contact:

Corporate Performance Team
Newport City Council
Civic Centre
Newport
NP20 4UR

Email: performance.management@newport.gov.uk

Telephone: 01633 656656

Well-being of Future Generations (Wales) Act

The Well-being of Future Generations (Wales) Act became law in Wales on 29 April 2015. The Act is about improving the social, economic, environmental and cultural wellbeing of Wales. It will make the public bodies listed in the Act, including the Council, think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. Part 2 of the Act requires the Council to set and publish Well-being Objectives that are designed to maximise our contribution to the achievement of the seven Well-being Goals for Wales specified in the Act. At the same time we must publish a statement explaining why meeting the objectives will contribute to the achievement of the well-being goals and what actions we will take to meet the objectives. The Council published its Well-being Objectives and Well-being Statement in March 2017.

As a Council, we are required to report progress made in meeting the well-being objectives, demonstrate how we are taking reasonable steps to meet these well-being objectives, and ensure they remain consistent with the sustainable development principle.

This annual report clearly shows how each well-being objective is consistent with the sustainable development principle and five ways of working. In addition, the seven corporate areas of change as set out in the guidance on the Act have begun to adapt our organisation's ways of working. For example:

- Corporate Planning – the Council now has an overall strategy that includes the Corporate Plan with four well-being objectives and 20 commitments (“20 things by 2022), a well-being plan for the city and individual service plans all of which provide a context for the organisation's work internally and in partnership with others. We have developed and adjusted management tools for programmes, project and performance management to incorporate the five ways of working and well-being goals including report templates, service area plan templates, management information hub and this annual report. Member and staff training has been undertaken and engagement work continues with service areas and teams to provide support and guidance on the Act. We have started to apply the five ways of working at the beginning of activity and throughout business planning and programme management.

- Financial planning – The Council undertakes a thorough evaluation and assessment of its budget position through scrutiny reviews and business change proposals to determine the delivery of its services both through the annual review and medium term financial plans. The budget setting process is also subject to consultation with its stakeholders such as Newport citizens, Trade Unions, Council Members and Newport Fairness Commission.
- Workforce planning – the Council’s People and Culture Strategy has been influenced by the Act and the objectives in the strategy are aligned to the well-being goals and five ways of working. The strategy identifies how workforce planning contributes to the Act both strategically and operationally. The Council has recently launched a new Talent Management Framework that is part of its commitment to develop a motivated, capable and engaged workforce alongside building capacity and managerial leadership. The Framework takes an inclusive approach providing an integrated programme of development opportunities for all levels of the workforce.
- Procurement – The Council’s Procurement Gateway Strategy and process enables the Authority to ensure procurement and commissioning activity delivers economic value and sustainable services to its users. The Council also has positive relationships with its regional partners and third sector organisations ensuring that the goals and aspirations of the Act are aligned and met. The Council has commissioned support services in Education such as school based counselling service and also leading on the procurement of regional based services such as substance misuse support.
- Assets – asset management including community asset transfer and developing an asset plan are key priorities within the Council’s Corporate Plan and the city’s Well-being Plan. The Council’s property services partner, Newport Norse use the five ways of working and well-being goals as part of their approach to asset management including reporting procedures. The Council is also developing its Highways Asset Management Strategy and information asset register to assist service areas in the delivery of the wellbeing objectives.
- Risk management – the Act provides an opportunity for the Council to develop a more coherent and integrated approach to risk management. The Corporate Risk Management Strategy directly relates to the five ways of working outlined in the sustainable development principle of the Act. The Council’s Internal Audit function also develops an annual risk based audit plan based upon the Council’s corporate risks and provides assurance on the effectiveness controls in place to enable the Council deliver its objectives. Risk management is a key area to

implementing the Act; the council must ensure that it considers risks in the short, medium and longer term and that it manages risks in a manner that protects current service delivery and communities as well as considering the longer term impact. The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Act.

- Performance management – the Act provides an opportunity for the council to focus its priorities to ensure that the council maximises its contribution to the well-being goals for Wales, demonstrates continuous improvement and continues to deliver high quality services to local people. The performance management strategy supports the delivery of the council's corporate plan and aims to embed a culture where everyone is aware of their contribution to the council's vision – Improving People's Lives.

Equalities and the Welsh language

Equalities

In March 2016, the authority published its statutory Strategic Equality Plan (SEP) which identified nine Equality Objectives that the authority would measure itself against over the lifetime of the strategy.

Having now completed the second full year of the plan, the authority can demonstrate positive progress towards meeting its Equality Objectives and can evidence much of the hard work that has been carried out under the direction of the SEP. The plan's most recent [Annual Report](#) was approved by Cabinet in July 2018 and not only reflects the work that has been carried out in the previous year but also identifies priorities that the authority will look to achieve in remaining years of the plan.

The Strategic Equalities Group (SEG) continues to provide effective governance for the SEP, and has, over the past financial year, moved to meet on a bimonthly basis to increase the degree of oversight that can be provided to each Equality Objective while still being able to consider emerging issues relating to the equalities agenda across the city. The SEG is chaired by the Deputy Leader and Cabinet Member for Assets, Equalities and Member Development and has representation from elected members, the Fairness Commission and local authority officers from across the organisation.

Welsh

The 2017-18 financial year represented the second full year of implementing the majority of the Welsh Language Standards that came in to force on the 30th of March 2016.

The past year has seen the authority build on the progress that has been achieved since the period of implementation and it can now be confident that Welsh has been mainstreamed into most council functions, with Welsh language standards and the obligations of the authority being widely understood by staff . Where problems with implementing standards do exist, it primarily relates to existing software and digital architecture not being able to function bilingually. As these programmes reach the natural end of their operational lifecycle, they will be replaced by new systems that can operate in a way that is compliant with the Welsh Language Standards that the authority is currently subject to.

The implementation of the Welsh Language Standards continues to remain on the council's Risk Register however the risk level has now been reduced to a Medium Risk, reflecting the work the authority has done over the past two years.

2017-18 was also the first year of the authority's 5 Year Welsh Language Strategy. While the plan only came into effect in March 2017 the authority, working closely with partners, has already been able to achieve many of the actions that it initially identified in the strategy. This has included the development of an improved Welsh language promotional leaflet and the delivery of an innovative project which aimed to improve how Welsh language initiatives engage with Black, Asian and Minority Ethnic (BAME) communities across the city.

A full report on the authority's progress towards compliance and more information on how the governance around the Welsh language functions, can be found within the latest [Welsh Language Annual Monitoring Report](#), approved by Cabinet in July 2018.

We have consulted on a 5 Year Welsh Language Plan for Newport and feedback received indicate that residents value the language and are in favour of services and education being made available in the medium of Welsh for those who request for it. Council approved the 5 year Plan in March 2017 and we will be working with local partners to implement the Plan in the coming years.

Corporate Complaints and Compliments

Complaints

2017/2018 is the seventh consecutive year where the number of informal (stage 1) complaints received has decreased since recording of the corporate process began in 2011.

This reduction in informal complaints received could be interpreted in a number of ways:

- There are fewer services now provided by the council.
- There may be an overall improvement in the quality and timeliness of service provision so customers do not wish to make as many complaints.
- There may be an overall improvement in communications so customers have a better understanding about the services that the council does and does not supply; therefore the services provided meet their expectation.
- Initial complaints are being dealt with by the service area (as per the policy) but are not being recorded centrally on CRM.

Stage 2 complaints decreased slightly compared to the previous year, down from 30 to 24. This may indicate that;

- Customers are receiving a better service and response when they are raising informal complaints, meaning that customers are satisfied with the council's first attempt to resolve the complaint.
- Officers have become better at responding to informal complaints, with quality responses provided in a timely way.

The number of complaints that customers submitted to the Ombudsman following the two-step process decreased significantly year on year, from 28 to 6. The Ombudsman has recently issued tighter deadlines for organisations to respond to their enquiries within 1 week. Although the council has been able to negotiate longer response times when appropriate, these stringent timescales represent an increased pressure on limited resource. This has been communicated to the Ombudsman as part of the all-Wales Complaints Forum at which the council has representation.

Of the 284 complaints received, 25 were closed or cancelled as they were not complaints. This may have been because an initial request for service had not been submitted first, or because there was an appeal process to follow instead. 60 complaints received were about lack of response, wait times for services or barriers to accessing services.

Following review and investigation, 71 complaints were upheld and a further 24 complaints were partially upheld. 164 complaints received were not upheld.

Proportionally the percentage of total complaints not upheld has increase when compared to the previous year (27% up to 57%). The percentage of the total complaints received that were fully or partially upheld has decreased from 49% in 2016/2017 to 33% in 2017/18.

Compliments

A total of 159 compliments were recorded in 2017/2018, this is a 20% increase when compared to the 127 received in the previous year.

In balance the service areas that receive the most complaints are also the areas that received the most compliments as they are the most visible frontline services.

Streetscene and City Services account for the largest proportion of compliments received – this is in part due to the high visibility of these services to the public. The compliments recorded for Streetscene are largely due to swift action taken as a response to a customer request. Customer Services received most of their compliments for the helpful and pleasant nature of staff providing an efficient and friendly service.

2017/18 saw a peak in compliments for Regeneration, Investment and Housing during the summer, the compliments received relate to Planning and Housing services.

Partnership work and collaboration

Newport City Council is committed to working in partnership on a number of service delivery areas with a variety of partners, in 2017/18 the council collaborated extensively with other partners and stakeholders across service areas.

The Well-being of Future Generations (Wales) Act 2015 established the Public Services Board – One Newport. The members of the board and papers for the year can be found on the One Newport website, this year the PSB have published a Well-being Plan (add link) for Newport which sets out well-being priorities, objectives and a work programme for the next five years, up to 2023.

A Strategy and Performance Board has been established to co-ordinate and monitor the delivery of the themes and priorities as set out in the Well-being Plan on behalf of the PSB. Its role is to ensure that sustainable development is an overriding principle of the group's activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. This means working in ways that take into account:

- a. Long term:** The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs.
- b. Prevention:** How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- c. Integration:** Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- d. Collaboration:** Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- e. Involvement:** The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

On behalf of the PSB there are three main areas of responsibility for the Board: co-ordination, performance management; and statutory accountability. Membership of the Strategy and Performance Board includes senior leaders within those organisations with either a statutory responsibility as outlined within current guidance (Shared Purpose: Shared Future).

The current membership is as follows:

- Chief Executive, Newport City Council (NCC) – Chair
- Local Police Unit Commander, Heddlu Gwent Police
- Public Health Wales Consultant for Newport, Public Health Wales
- Senior representative from Aneurin Bevan University Health Board
- Senior representative from Natural Resources Wales

- Senior representative from South Wales Fire & Rescue Service
- Strategic Director (Place), NCC
- Invited leads as required for Tackling Poverty, Vulnerable Groups or any other topics areas identified by the group

In the past 12 months service areas across the authority have been delivering on the 2nd year of NCC's Strategic Equality Plan including implementation of the Workforce Planning Template and data dashboard, which now helps service areas make more informed strategic decisions in regards to equalities, delivered 'Ask and Act' training in order to improve awareness of Domestic Abuse and responded to over 4000 referrals to the accommodation-based and floating support services. Significant work has also taken place in relation to the Welsh Language standards in order to make the Welsh language more visible across the authority and partnerships have been established with partners to promote Welsh medium education.

Wales National Measures analysis

Target setting principles were introduced in March 2015 to help increase levels of performance when compared to other Welsh Authorities; this made our targets challenging but more meaningful at a national level. Where previous year performance and Wales Average data was available the following 3 principles were applied;

1. Improve on previous year performance and, where relevant;
2. Be set at least at the Wales average or,
3. Be set above quartile 4 levels.

All Wales data for 2017/18 will be provided in a separate report once the data has been released by the Data Cymru.

Year- end actual data for all national measures can be seen in the table overleaf.

Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/27 % of re-registrations of children on local authority Child Protection Registers (SSPM) (M)	3.00%	12.00%	★	↓✓	10.90%	★	6.30%	★
ACS/20b reablement no package of care and support (SSPM) (A)	76.00%	50.00%	★	✖	77.80%	●	72.30%	★
PAM/009 % Young people NEET Year 11 (PAM) (A)	1.30%	1.90%	★	↓✓	1.70%	★	n/a	
PAM/015 (PSR/002) Average calendar days to deliver a Disabled Facilities Grant (DFG) (PAM) (HY)	174	238	★	↓✓	186	★	224	★
CYP/13 PAM/027 % of children satisfied with their care & support (SSPM, PAM) (A)	88.80%	70.00%	★	⇨		⇨	n/a	!
PAM/021 % of principal B roads that are in overall poor condition (PAM) (A)	4.40%	6.00%	★	✖	4.20%	●	4.20%	●
PAM/020 % of principal A roads that are in overall poor condition (PAM) (A)	2.60%	3.40%	★	✖	2.60%	●	3.70%	★
PAM/019 % of planning appeals dismissed (PAM) (Q)	61.5	50	★	↓✓		⇨	n/a	!
ACS/21 Length of time (days) adults are in care homes (SSPM) (M)	868.2	1100	★	↓✓	817.3	●	800.8	●
ACS/15 PAM/026 % of carers that feel supported (PAM) (A)	58.7	50	★	⇨		⇨	n/a	!
ACS/13 PAM/024 % of adults satisfied with their care & support (SSPM, PAM) (A)	81	70	★	⇨		⇨	n/a	!

- Key for measure RAG status**
- ★ Green - on target
 - Amber - slightly short of target (15% tolerance)
 - ▲ Red - off target (over 15% away)
 - ⚪ Pink - Data missing/ not available
 - ! Yellow - no target set
 - DoT - Direction of Travel, up arrows indicate bigger values are better, down arrows indicate smaller values are better
 - ↔ Black - performance remains the same
 - ↓✓ Green Ticks - performance has improved
 - ✖ Red Crosses - performance has declined

Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/28 The average length of time for all children who were on the CPR during the year (SSPM) (M)	253.4	300	★	↓	265.3	★	245.1	●
PAM/012 (RIH/L/044) The percentage of households for whom homelessness was prevented (PAM) (Q)	57.10%	50.00%	★	↓	49.40%	★	n/a	!
ACS/20a reablement reduced package of care and support (SSPM) (A)	56.50%	50.00%	★	↓	40.00%	★	28.00%	★
PAM/031 (WMT/004b) Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)	6.29%	7.00%	★	↓	7.79%	★	9.50%	★
ACS/18 The percentage of adult protection enquiries completed within 7 days (SSPM) (M)	98.90%	90.00%	★	↓	97.80%	★	80.10%	★
ACS/22 Average age of adults entering residential care homes (SSPM) (M)	79.2	75	★	↓	79.3	●	82.8	●
PAM/022 % of principal C roads that are in overall poor condition (PAM) (A)	7.10%	7.40%	★	↔	6.90%	●	15.00%	★
PAM/018 % of all planning applications determined in time (PAM) (Q)	88.6	85	★	↔		▶	n/a	!
PAM/030 (WMT/009b) Municipal waste reused, recycled and composted (PAM) (Q)	59.82%	58.00%	★	↔	61.40%	●	63.81%	●

Key for measure RAG status

- ★ Green - on target
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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
PAM/011 (STS/006) Response Rates For Removing Reported Fly Tipping Incidents (PAM) (M)	99.74%	97.00%	★	↕	98.65%	★	95.37%	★
CYP/31 % of children looked after who were registered with a GP within 10 working days (SSPM) (M)	91.90%	90.00%	★	↕	89.60%	★	91.70%	★
CYP/24 PAM/028 % of assessments completed for children within statutory timescales (SSPM, PAM) (M)	91.50%	90.00%	★	↕	95.10%	●	90.80%	★
CYP/34b Care leavers who are in education, training or employment at 24 months (SSPM) (M)	45.70%	45.00%	★	↘	51.40%	●	47.10%	●
EDU/003 (PAM/004) % pupils achieving the expected outcome at the end of Key Stage 2 (A)	90.10%	89.00%	★	↕	88.80%	★	89.00%	★
EDU/004 (PAM/005) % pupils achieving the expected Core Subject Indicator (CSI) outcome at the end of Key Stage 3 (A)	85.30%	84.40%	★	↕	83.40%	★	86.10%	●
EDU/L/058 (PAM/003) % pupils achieving the expected outcome at the end of the Foundation Phase (A)	89.20%	88.40%	★	↕	89.10%	★	n/a	!
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM) (A)	93.60%	93.40%	★	↕	93.30%	★	94.20%	●
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM) (A)	94.70%	94.60%	★	↕	94.50%	★	94.20%	★

Key for measure RAG status

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- ! Yellow - no target set
- DoT - Direction of Travel, up arrows indicate bigger values are better, down arrows indicate smaller values are better
- ↔ Black - performance remains the same
- ↕ Green Ticks - performance has improved
- ↘ Red Crosses - performance has declined

Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/35 % of care leavers who have experienced homelessness during the year (SSPM) (M)	8.50%	10.00%	●	→	10.90%	★	10.60%	★
ACS/23a Adults who have received advice and assistance no repeat contact (SSPM) (A)	41.90%	40.00%	●	✖	44.80%	▲	67.70%	▲
ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM) (M)	6.02	6	●	✖	2.04	▲	2.8	▲
PAM/023 (PPN/009) % Food establishments broadly compliant with food hygiene standards (PAM) (Q)	95.00%	96.00%	●	✓	95.10%	●	95.16%	●
CYP/29a % of looked after children achieving the core subject indicator at key stage 2 (SSPM) (A)	59.40%	60.00%	●	✖	71.40%	▲	56.50%	★
CYP/34a Care leavers who are in education, training or employment at 12 months (SSPM) (M)	44.40%	45.00%	●	✓	50.00%	●	52.40%	▲
PAM/010 (STS/005b) Bi-Monthly cleanliness inspections of highways & relevant land % (PAM) (BM)	95.80%	97.00%	●	✖	95.50%	★	96.60%	●
CYP/25 % of children supported to remain living within their family (SSPM) (M)	63.70%	65.00%	●	✖	70.00%	●	69.20%	●
CYP/33 PAM/029 % of looked after children who have had 3 or more placements (SSPM, PAM) (M)	9.5	9	●	✓	9.5	★	9.8	★

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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
PAM/001 (CHR/002) National Sickness Days lost (PAM) (A)	10.05	9.52	●	✖	9.83	●	n/a	!
CYP/32 % of looked after children who have had 1 or more changes of school (SSPM) (M)	12.69	12	●	↓	7.95	▲	12.7	★
PAM/016 (LCL/001b) Use of Public Library Services (Q) (PAM)	3278.18	3525	●	↓	3291.91	●	5480	▲
EDU/017 (PAM/006) Pupils achieving level 2 threshold including English & Maths % (A)	55.50%	60.00%	●	✖	58.40%	●	60.70%	●
PAM/017 (LCS/002b) Visits to Sport and Leisure Centres per 1000 population (PAM) (Q)	7452	8118	●	↓	8038	●	8387	●
ACS/L/23b Adults who have received advice and assistance no repeat contact (aged over 75) (A)	33.80%	40.00%	▲	✖	40.30%	▲	n/a	
CYP/26 % of looked after children returned home from care (SSPM) (M)	10.10%	13.00%	▲	✖	14.00%	▲	13.60%	▲
PAM/014 Number of new homes created as a result of bringing empty properties back into use (PAM) (HY)	22	32	▲	↓		↔	n/a	!
CYP/29b % of children achieving the core subject indicator at key stage 4 (SSPM) (A)	3.30%	5.00%	▲	✖	7.10%	▲	14.20%	▲
PAM/013 % of empty private properties brought back into use (PAM) (HY)	1.3	2	▲	↓		↔	8.8	▲

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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/30 % of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)	12.70%	40.00%	▲	⬇	63.20%	▲	59.40%	▲

Key for measure names:

(PAM) – Public Accountability Measure
(SSPM) – Social Services Performance Measure
(A) – Annual reporting period
(BM) – Bi-monthly reporting period
(HY) – Half yearly reporting period
(M) – Monthly reporting period
(Q) – Quarterly reporting period

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Wales Audit Office Recommendations and Proposals for Improvement

The table below shows the progress made towards the Recommendations and Proposals for Improvement made to the authority by the Wales Audit Office. This was reported to Cabinet in the [Wales Audit Office Action Plan](#) that was considered at the March Cabinet meeting

Updated Action Plans in Response to Corporate Assessment Recommendations

Action plan to address WAO Recommendations

Completed actions are highlighted in grey

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

Action Update

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	March 2017	Cabinet reports are received by SLT for consideration of content and quality before	This is now embedded in the process, no further actions planned.	Chief Executive

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	before submission to the decision making and scrutiny processes.		submission to the Cabinet cycle.		
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	July 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
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.	July 2017	The new template is now being used. An updated template has also been made available for reports to Scrutiny	Implemented	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

Action Update

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)	July 2017	Pre-meetings are continuing for the new scrutiny committees	Implemented	Head of Law & Regulation
2.2	To introduce an effective system for scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the WFGA (Scrutiny AR Action 2)	By April 2018	A new scrutiny committee structure was agreed at this year's AGM, including a separate committee for partnership scrutiny.	Implemented	Head of Law & Regulation
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.	Implemented	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	Outcomes of the peer review with Caerphilly and Monmouthshire will be reported in the Scrutiny Annual Report.	Implemented	Head of Law & Regulation
2.5	To continue implementation of the Public Engagement Strategy agreed in 2015 (Scrutiny AR Action 5)	By April 2017	Implementation ongoing. We are in the process of reviewing the website content.	Implemented	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	Implemented	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.7	The Democratic Services Committee are reviewing the various elements of the Constitution	Ongoing	This has been implemented and is ongoing	Implemented	Head of Law & Regulation
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)	July 2017	See 2.1 above	Implemented	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	Implemented	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)	July 2017	See 2.1 and 2.8 above	Implemented	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 have taken place between the Chairs of Scrutiny, and further meetings are scheduled for March and April. The Chairs are monitoring the actions within the Scrutiny Annual Report for improvement of scrutiny, to monitor progress within the Scrutiny function and to	Further meetings of the Chairs are scheduled and the Chairs are working through a programme of improvements and developments with Scrutiny – ensuring consistency between the 4 Committees approaches.	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			assess the impact of agreed changes to processes (such as pre meetings, briefings, report templates, briefing notes).		
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 2017	We are introducing a new system for performance reporting, including scrutiny consideration.	Implemented	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 Future Generations Act (Scrutiny AR Action 8)	July 2017	Training for the new Committees is underway.	Implemented	Head of Law & Regulation
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)	July 2017	Programme implemented.	Implemented	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	June 2016	Completed		Head of People

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	Head of Service to discuss workforce objectives for 2016/17	onwards			& 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	Completed		Head of People & Business Change
4.7	Conduct enhanced training on workforce planning for all HR/OD officers	December 2016	Completed		Head of People & Business Change
4.8	Feedback to managers on quality of appraisals sampled	October 2016	Feedback provided on sample of appraisals		Head of People & Business Change
4.9	Options to review current processes are investigated to bring about technology in the PM cycle and modernise the system	July 2017	Real-time performance management system introduced following successful pilot to replace the annual appraisal. Managers now required to meet monthly to discuss performance with employees and assess progress on real-time performance, not wait till the end of year.	Completed	Head of People & Business Change
4.10	Review of Coaching for	August 2016	Review undertaken and we will	Implemented	Head of People

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	Performance course and recommendations made on future procurement		continue to run the course but add additional coaching support in the form of ILM qualifications		& 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 – this commenced January 2017	Implemented	Head of People & Business Change
4.12	Creation of action learning set network	October 2016	ILM in action learning sets identified and offered to managers but take up low at this point. Informal action learning set took place in one service area in November Focus will be on coaching at this time	Implemented	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	Members are given accurate and timely information to enable them to challenge performance and progress against

outcome/benefit	improvement objectives effectively. Remedial action is identified and taken forward. Performance is frequently discussed and challenged by scrutiny and members have sufficient time to do so. Members have the necessary skills to challenge and scrutinise effectively.
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. Development plan in progress and further training has been rolled out. There are now many more users who can access the system to view and comment on performance.	The system is now implemented for performance management data. The system will continue to be developed for other areas.	Head of People & Business Change
5.3	Exception dashboards and reports for service plans highlight key areas.	July 2017	Service Plans will be adapted to cover the same time period as the corporate plan with regular	A new reporting framework has been developed in conjunction with Scrutiny and	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			reviews of progress and content. This will ensure that the service plans support the delivery of the corporate plan and allow service areas to plan in the short and longer term.	Scrutiny Members receive performance information on a regular basis in an agreed format. As service plans are developed a format for reporting will be agreed with Scrutiny Chairs.	
5.4	Performance reports that go to Cabinet now go to the Scrutiny Chairs for Information.	Framework agreed by Cabinet September 2016	This has now been implemented, detailed improvement plan Cabinet update sent to Scrutiny for information for Q1	No further actions planned, this will be ongoing.	Head of People & Business Change
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.	This is now embedded, no further actions planned.	Chief Executive

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
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	<p>Induction programme delivered.</p> <p>We have changed the scheduling for performance information, so that monitoring of improvement objectives and other performance information is presented to scrutiny ahead of Cabinet, so that scrutiny comments are considered as part of the Cabinet process.</p> <p>A report was presented to Democratic Services Committee in November to start working towards the WLGA Member Development Charter. The Committee will receive an action plan on Member development once compiled, will be brought back to the Committee for their input. The aim is to achieve the Charter in two years.</p>	Working towards WLGA Member Development Charter.	Head of Law & Regulation

Wales Audit Office Proposals for Improvement

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 against the Corporate Assessment Recommendations and Proposals for improvement is now considered by cabinet as a report in its own right.	No further action planned	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	No further action, this is now part of the process.	Head of People &

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			<p>(ref 1.1 and 1.2) will ensure that sufficient detail is included.</p> <p>The Quarterly update is now submitted to Chief Officers prior to submission to Cabinet to ensure that enough detail has been included.</p>		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	September 2017	<p>We have rolled out People Manager on ITrent to managers in the organisation.</p> <p>We anticipate that this action will shorten the length of time to complete return to work</p>	<p>Further consideration of the removal of the paper form and move to an online form.</p> <p>We have reviewed the option of moving to an online form, but are</p>	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	<p>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.</p>		<p>interviews and will increase the percentage of returns within the timeframe.</p> <p>People Manager self-service in relation to sickness absence has been rolled out across the Council</p> <p>Newport continues to perform well nationally for sickness days lost and remains in the second quartile, above the Wales average.</p> <p>We have not been able to implement the online RTW screen in iTrent due to unavoidable delays. This is estimated to go live in April 2018.</p>	<p>now considering removing the form entirely and building an iTrent screen for managers to log the detail of the RTW when they are closing the period of sickness in the actual RTW discussion with the employee – removing the form altogether. This should remove practically all late RTW completion providing managers are holding the RTW discussion at the same time as closing the sickness on iTrent. It is anticipated that this will occur in April 2018.</p> <p>In addition, we will work with schools to investigate the reasons for late submission around school holiday time as on-time school submission rates are considerably lower than corporate rates.</p>	

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	September 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. A SHRBP has been allocated responsibility for promoting workforce planning with service	Currently 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

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	<p>priorities will need to be assessed accordingly.</p>		<p>areas.</p> <p>The actions required for progress with the workforce plan are contained within the People and Culture Strategy</p>	<p>The draft People and Culture Strategy has a workforce plan element contained within it and is due to be signed off through the political process by March 2018.</p> <p>We will be carrying out a workforce planning self-assessment exercise in the next quarter</p>	