

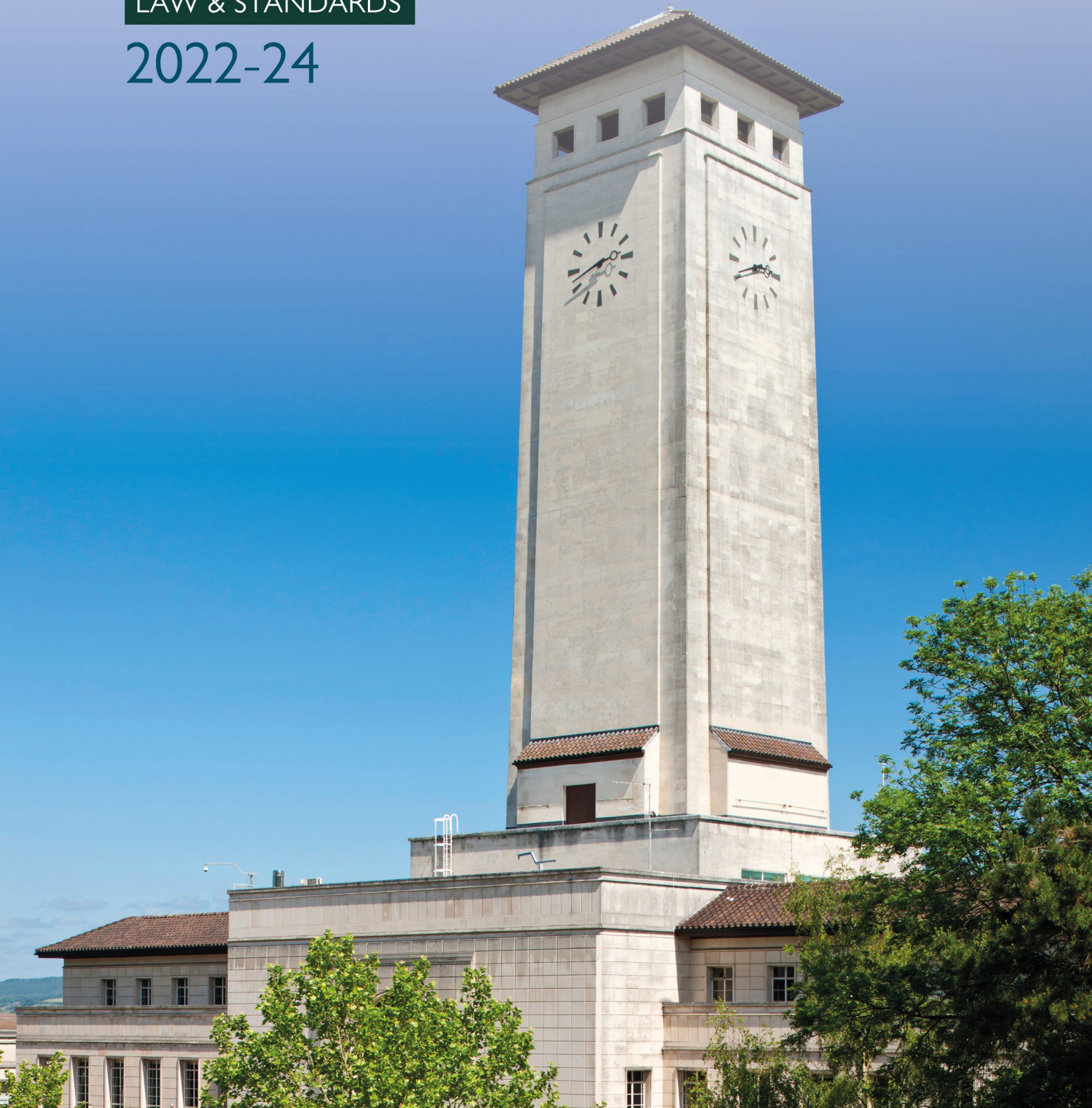


**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

# END OF YEAR REVIEW

LAW & STANDARDS

2022-24



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## Strategic Leads

Cabinet Member for Organisational Transformation	Councillor Dimitri Batrouni
Leader of Newport City Council and Cabinet Member for Regeneration & Economic Development	Councillor Jane Mudd
Director for Transformation and Corporate	Rhys Cornwall
Head of Law & Standards	Elizabeth Bryant

# Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an Ambitious, Fairer and Greener Newport for everyone and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Law and Standards Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Law and Standards is part of the Council's Transformation & Corporate Directorate and is responsible for delivering wide range of statutory and professional support services for internal clients, Councillors and members of the public.

- Legal services, Insurances and Local Land charges.
- Democratic Services, including Overview and Scrutiny and the Mayoralty
- Elections and Electoral Registration
- Registration of Births, Deaths and Marriages
- Gwent Coroner's service.

The roles of the Monitoring Officer/Deputy Monitoring Officer, the Head of Democratic Services and the "Proper Officer" are prescribed by legislation and the functions of the Registration and Coroner's Service, Electoral Registration, Scrutiny, and Local Land charges are all statutory requirements. Professional services such as Legal and Democratic Services directly support the Council's corporate governance arrangements and the delivery of other statutory and regulatory services throughout the Council. The service area has a gross operating budget of £4.5m and employs 131 staff.

## Law & Standards Objectives

**Objective 1** - To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources.

**Objective 2** - To improve the constitutional and corporate governance arrangements.

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

# Head of Service Executive Summary

Despite 2022/23 having been one of significant change for the Law and Standards service, good progress has been made towards meeting the Service Plan objectives for the year. A change in Head of Service in early December 2022 has inevitably impacted upon the delivery of some of the actions contained within the Service Plan, particularly within the legal team due to the absence of an Assistant Head of Legal Services for the latter four months of the year. There have also been a number of staffing changes within the legal team throughout the year, which has delayed plans for any structural reviews and impacted upon progress with succession planning strategies. In addition to the retirement of the Head of Service, another longstanding member of the team, the Head of Electoral Services, retired shortly before the Local Government elections in May 2022, leaving a significantly less experienced team to deliver the elections. Despite this period of change however, the Service has remained resilient and has continued to deliver against the Service Plan objectives.

Largely speaking, KPI's have been met throughout the year, if not exceeded in some areas. Any shortfall in the Registration Service targets for the registration of births is explained as being due to the lasting impact of births not having been registered during the pandemic and difficulty tracing birth parents who were unable to register births during the lockdown periods. The Registration Service continues to meet national targets set by the General Registrar's Office for the registration of births and deaths. Despite a forthcoming restructure involving a reduction in staffing levels, it is anticipated that this level of service can be maintained with the introduction of an electronic diary system, which will streamline the way in which appointments are allocated. The diary system is in the early phases of introduction but is expected to be fully operational within the first quarter of the municipal year 23/34. Further improvements have been made to the staffing structure which have had the effect of reducing the need to rely on casual staff. The Registration Service Manager has made significant progress with modernising the Registration Service over the past year which will support with ensuring that all service plan objectives are successfully delivered by the end of 23/24.

The Democratic and Elections services KPIs have been set for the first time during this municipal year, therefore benchmarking against previous years has not been possible. This is however reflective of the fact that there have been a number of firsts for this team, as a result of the Local Government and Elections (Wales) Act 2021 coming into force in April 2022. In addition to the introduction of this transformative piece of legislation, the team has successfully organised the Local Government elections in May 2022, and has undergone a complete restructure, largely due to staffing changes required during the pandemic and those subsequently required as a result of MTFP savings. An additional requirement arising from the 2022 Act has been the introduction of hybrid arrangements for all Council meetings. This change has required the installation of new equipment, new procedures and additional support from officers at meetings. Support and training for members has been provided in using the remote working technology, and protocols for remote meetings have been added to the Council's constitution. Officers in the Democratic Services and Elections Team are commended for their hard work in successfully delivering almost every council meeting in a hybrid format, within the requirements of the legislation. Considerable progress has been made towards restructuring this team, with the new structure having gone through the consultation process and agreed by Unions. This process will be finalised in 23/24 with the recruitment of an Assistant Democratic and Elections Services Manager who will have a close oversight of the team to ensure that standards are maintained within the team and requirements of the 2021 Act for forthcoming elections are successfully delivered.

The Legal Service has continued to successfully support the delivery of key corporate projects, in particular some large-scale regeneration and investment projects which have continued to require significant support in 22/23. Following the retirement of the Head of Service, this has required some reallocation of workloads, however the team has worked together well to mitigate the impacts of staff reduction and to ensure that a quality legal service continues to be delivered. The introduction of the Case Management system in September 2022 has gone some way towards streamlining the way in which work is allocated and recorded and the system will be embedded further in 23/24 to ensure that it is being utilised to its full potential, enabling workstreams to be created, with a view to reducing the burden of admin-based tasks for the team.

This year has also seen the recruitment of the first Trainee Solicitor for the first time in many years, which is an important step towards ensuring that the Legal team provides specialist lawyers who understand the needs of the Council.

Finally, significant progress has been made towards the restructure of the Coroner Service. A review of accommodation is ongoing, and work undertaken towards the latter part of 22/23 will ensure that accommodation for the Coroner Court is improved. Two new Assistant Coroners were recruited in 2022 and it is hoped that an Area Coroner will be recruited shortly. There has been a review of the Coroner Service staffing structure, which has seen the introduction of an Administration Team Supervisor, with further restructuring due to be concluded in the second quarter of 23/24.

Overall, despite experiencing a period significant change over the year, the Law and Standards staff have met the challenges experienced and have successfully adapted to new ways of working to ensure that quality of service has not been detrimentally affected. The team will continue to develop and learn from new experiences in 23/24 which will undoubtedly add to the resilience of the service areas of future years. The key priorities for 23/24 will be to continue to train newly appointed staff members to ensure succession planning strategies are in place, embed newly introduced technology to provide greater efficiencies within the various teams and ensure that the service area remains a place where staff feel they can develop and meet their full potential, to as to ensure staff retention for future years.

# Law & Standards 2022/23 Overview

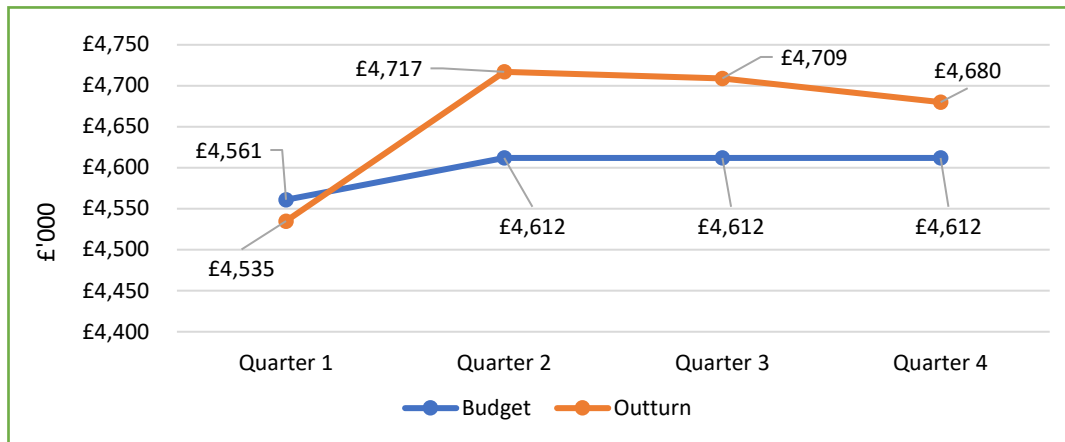
## Service Plan Objectives

Objective	End of Year (Red / Amber / Green)
<b>Objective 1</b> - To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources.	Green
<b>Objective 2</b> - To improve the constitutional and corporate governance arrangements.	Green
<b>Objective 3</b> – To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.	Amber

## Service Area Risks

Risk	Corporate / Service Risk	Inherent Risk Score	Target Risk Score	Quarter 1 Risk Score	Quarter 2 Risk Score	Quarter 3 Risk Score	Quarter 4 Risk Score
Budgetary Pressures on Service Demands	Service Risk	12	6	4	9	9	9
Failure to meet new legislative requirements under the Local Elections Act 2022	Service Risk	12	6	-	-	12	8

## Service Area Revenue Outturn



# Programmes and Projects

Law & Standards will not be leading on the delivery of the Transformation Plan or service area projects. The service will be supporting the Council with other programmes and projects through its legal and democratic roles.

# Workforce Development

To support workforce development across Law & Standards, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Action Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
Undertake further succession planning activities to provide opportunities for staff to develop and improve resilience of the service area.	Service Managers provide opportunities for staff to develop, provide career progression and job shadowing. This will support formalising succession plans and create the foundations for a regular reviewing cycle.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	30%	Staff training will continue to ensure succession planning in place. Will be taken forward by Assistant Head of Legal Services from 22/5/23.
Explore options for trainee posts for legal executives and solicitors and training programmes for other staff to develop local talent management framework.	Opportunities provided for new and existing staff to improve the capability and capacity of the service area.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	55%	Work on this is completed in so far as trainee posts have been filled. Staff training is ongoing and an effective programme is being implemented.
Undertake a further review of current Job Descriptions and current workforce capability to future skills and knowledge gaps.	This work will enable the service area to identify training opportunities and updating of Job Descriptions to bridge the knowledge and skills gaps identified.	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2024	30%	Some progress has been made with the review of job descriptions. This will be implemented fully when the Assistant Head of Legal Services is in post from 22/5/23



# Objectives and Action Plan Update

Objective 1 - To improve the efficiency and cost-effectiveness of statutory and professional services and optimise the use of available resources.						Objective 1 End of Year Assessment	
Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	To contribute towards the delivery of key corporate projects and cross-cutting transformational change projects, including alternative service delivery models.	Key milestones for the legal work associated with key corporate regeneration and transformational projects will continue to be met and advice will be provided in a timely manner.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	30%	Ongoing work. Continuing good progress.
2	Undertake a review of staffing structures within the Legal Section and explore options for the creation of trainee posts for Legal executives and Solicitors.	Improved capability and capacity to deliver legal services within available budget. Development of local talent and succession planning to meet workforce planning objectives.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	90%	Full review undertaken in October 2022. Any further reviews will be undertaken by Assistant Head of Legal Services when in post from 22/5/23.
3	Undertake a review of staffing structures within Democratic Services and Elections.	Improved integration of the Elections and Governance Teams, with improved management structures and increased resilience. Improved capability and capacity to deliver democratic and elections services within available budget.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	90%	New structure has been agreed in principle. Staff and union consultation undertaken and staff have confirmed their preferences. Officers have been allocated or assessed for roles in the structure successfully. There are two outstanding vacancies which will be advertised and recruited to in April 2023.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Undertake a review of staffing structures within the Registration and Coroners Service and identify any changes required to address workload issues, legislative changes and budget pressures.	<p>Appoint Area Coroner and/or Additional Assistant Coroners to address workload issues and backlog of coroner's inquests.</p> <p>Casual staff within registration service are moved to annualised hours contracts, where appropriate, to mitigate budget pressure.</p> <p>Formalise arrangements with Gwent Police for the appointment and management of Coroner's Officers.</p> <p>Improved capability and capacity to deliver services within available budget and to meet proposed legislative changes to Registration services.</p>	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Staffing review underway in line with budget savings.
5	Undertake a review of accommodation and court premises, supplies and services budgets and commissioning arrangements, to improve the Coroner service and deliver efficiencies.	Identify most viable option for the relocation or refurbishment of the Coroner's court and office accommodation, to meet disability access requirements and improve public service. To meet the requirements of the Transformation Plan and property asset rationalisation objectives.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	60%	Review underway.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
5	Cont...	Re-commissioning of supplies and services and longer-term agreements for post mortem and other coroner services will deliver efficiency savings and service improvements.					See page above.
6	Undertake a review of discretionary fees and charges for Legal work and local land charges searches and identify any opportunities to generate additional income.	Fees and charges are set at an appropriate level to maximise income generation and manage budget pressures, while delivering value for money.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Completed for 23/24.
7	Undertake a review of ceremony fees and other discretionary fees and charges for Registration services and identify any opportunities to generate additional income.	Fees and charges are set at an appropriate level to maximise income generation and manage budget pressures, while delivering value for money.	Not Applicable	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023	C	Fee benchmarking undertaken and fee calculator in development.
8	To develop and extend customer satisfaction surveys for the Registration Service to cover registrations, in addition to ceremonies.	See Objective 1.	Not Applicable	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2023	90%	Task is linked to online booking via Stopford due to launch in Q1 of 23/24.

**Objective 2 - To improve the constitutional and corporate governance arrangements.**

**Objective 2 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	To ensure that Standards Committee continues to operate effectively and discharges its statutory responsibilities.	Standards Committee continue to be provided with timely advice, reports and training to enable them to discharge their statutory duties and their terms of reference. Succession planning in place for recruitment and replacement of independent members. Forward work-programme developed and delivered in accordance with agreed timescales.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	30%	Forward work programme reviewed and additional work allocated for Committee
2	Embed the Public Participation and Engagement Strategy into business as usual practice.	Members and Officers will be aware of and understand the role they play in engaging with residents. Key Actions within the Public Participation and Engagement Strategy will be implemented and the effectiveness of the measures will be reviewed by Democratic Services Committee. Hybrid meetings will be operated in accordance with the Council's multi-location meetings policy to allow Councillors and the public to attend and participate in meetings either in person or remotely.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	15%	The Participation Strategy was approved by full Council in May 2022. Consideration for increasing participation, based on feedback from the public, and from scrutiny committees, will be considered by Democratic Services in the new year.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
2	Cont... Embed the Public Participation and Engagement Strategy into business as usual practice.	The Participation Strategy and Petitions scheme will ensure that the views of the public are brought to the attention of Scrutiny Committees.		1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	15%	See commentary above.
3	To continue to improve Scrutiny arrangements and the composite work programme.	Training and development for Scrutiny Members and Chairs. Scrutiny is understood and members are supported to continually develop knowledge and skills. Training and development for Scrutiny Officers. Scrutiny is understood and Officers are able to support and advise scrutiny through reports and presentations.	WBO 3 – Strategic Priority 1	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	55%	Training was provided to elected members to support them in their Scrutiny roles for the budget setting process. The first meeting with Scrutiny Chairs took place to discuss the forward work programmes, arrangements for meetings, support and training for committees. Actions will be taken forward and will be followed up at the next meeting in May 2023. Preparation for the Forward Work Programme is underway, and meetings with CMT and Service Areas will commence in April 2023.
4	Implement the legislative requirements of the Elections Act 2022 in accordance with prescribed timescales and in readiness for the May 2024 parliamentary elections.	Legislative requirements successfully implemented in accordance with prescribed timescales. Measures introduced to reduce the potential for voter fraud in elections, including a new requirement for voters to show photographic identification at polling stations.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	Scoping and planning has commenced. The most pressing change is the implementation of the Voter ID portal in January 2023. We have been working with the Department of Levelling Up, Housing and Communities in preparation for the go live.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
4	Cont... Implement the legislative requirements of the Elections Act 2022 in accordance with prescribed timescales and in readiness for the May 2024 parliamentary elections.	A broad range of commonly used photographic identifications will be accepted in polling stations and, in addition, Electoral Returning Officers will be required to provide an 'electoral identity' document' –a Voter Card – to electors who apply for one. Changes will be implemented to polling stations to support voter ID legislation. Permanent and temporary staff working on elections will be fully trained to implement the new legislation.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	10%	See Commentary Above.
5	Undertake a community review of community areas and electoral arrangements in accordance with the Local Government Act 1972 and the Local Government & Democracy (Wales) Act 2011.	Any changes to existing community boundaries and electoral arrangements, including membership and warding of community council areas, will be identified prior to the next electoral review by the Local Democracy and Boundary Commission for Wales in 2024/25. Full engagement and consultation will be undertaken with key stakeholders and the public to inform the outcomes of the review.	WBO 4 / Strategic Priority 5	1 <sup>st</sup> April 2023	31 <sup>st</sup> March 2024	N/A	Action Commencing Quarter 1 of 23/24.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
6	To complete the review and re-drafting of the Council's Constitution as part of the Local Government & Elections (Wales) Act.	See Objective 2	WBO 4 / Strategic Priority 5	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2023	80%	Whilst this is partially completed in some respects an urgent update of budget setting standing orders is required.
7	Improve and strengthen arrangements in accordance with National Scrutiny Survey and Corporate Assessment.	See Objective 2	WBO 4 / Strategic Priority 5	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	60%	Training was provided to elected members to support them in their scrutiny roles for the budget setting process. The first meeting with Scrutiny Chairs took place to discuss the forward work programme, arrangements for meetings, support and training for committees. Actions will be taken forward and will be followed up at the next meeting in May 2023. Preparation for the Forward Work Programme is underway, and meetings with CMT and Service Areas will commence in April 2023.
8	To develop and implement a programme for Member training and development, including individual training plans and Members Annual Reports.	See Objective 2	WBO 4 / Strategic Priority 5	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	C	Induction training as agreed via Democratic Services Committee has been delivered. A full appraisal report on Members training will be shared via Cabinet Member and relevant Committees.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
9	All elected members undertake eco and carbon literacy training within the first year after local elections with regular updates.	Funding sourced for training. Sessions in place for members (1 session Oct/Nov - 1 session Feb)	WBO 4 / Strategic Priority 3 Climate Change Plan	1 <sup>st</sup> April 2022	31 <sup>st</sup> March 2023	20%	Numbers have not changed Jan-Mar 2023. There was another cohort of training in the diary for February, however the second date of the two day course was cancelled by the facilitator due to illness. The second date is rescheduled for April. This completion date, plus another cohort of training scheduled for May will see a significant increase in completion for the first Quarter of 2023/24. However, whilst all elected members have been offered different dates and times to attend this course, the target of 100% of all members completing the course is unlikely to be met by the target date.
10	All political and corporate decisions to evaluate the climate change, ecological and carbon reduction impacts as part of the decision-making process.	<ul style="list-style-type: none"> <li>Democratic report templates reviewed to incorporate climate change and decarbonisation.</li> <li>Training and guidance in place to support this.</li> </ul>	WBO 4 / Strategic Priority 3 Climate Change Plan	1 <sup>st</sup> June 2022	30 <sup>th</sup> September 2022	15%	Carbon Literacy Training is planned for elected Members, two tranches are taking place in October 2022 and February 2023.



**Objective 3** - To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes.

**Objective 3 End of Year Assessment**

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
1	Introduce Stopford electronic diary system for Registration Service.	Stopford electronic diary system successfully implemented, and staff are fully trained to operate system. Customers will be able to order birth and death registration certificates and book registration appointments on-line. Improved customer access and service delivery and more efficient use of resources.	WBO 4 / Strategic Priority 4	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	75%	Awaiting licence update from Civica to enable online payments. On track for Q1 23/24.
2	Fully implement Legal Civica case-management system.	Civica Case management system successfully implemented and Legal staff are fully trained to operate the system. Time recording, document management and case management modules will provide staff with a more efficient and flexible working platform and will provide timely management information to ensure that resources are being used effectively.	WBO 4 / Strategic Priority 4	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	55%	Will be progressed further once the Assistant Head of Legal Services is in post from 22 May 2023.

Ref	Action	Action Outcome(s)	Well-being Objective Supported	Start Date	Expected Completion Date	Q4 RAG Assessment / % Completion	Commentary
3	Secure and adopt software and hardware to support voter identification applications and fulfilment as part of Election Act reforms.	Legislative requirements successfully implemented in accordance with prescribed timescales. Voter identification software and hardware procured and successfully implemented and elections staff are fully trained to operate the system.	WBO 4 / Strategic Priority 1  WBO 4 / Strategic Priority 4	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024	C	The portal was linked to the existing electoral registration system with support from SRS. The portal went live in January 2023.  Take up is low at present, but this is to be anticipated given that there is no publicity underway at present. Communication plan will be rolled out post-local elections in England, as the messaging will be different for Welsh citizens. The structure and resource in the team has been adapted to support changes to operations, and there is also an expectation that temporary staff will be needed to support processing prior to elections, as with other types of work that peak in the lead up to polls.
4	Migration of Local Land Charges register and property information databases to the HM Land Registry central database and on-line web portal.	All existing Land Charges registers will be updated and transferred onto the new system, together with all planning, highways, development control and other spatial GIS property data.  This will provide up-to-date and accurate property search information which can be accessed on-line as part of any property transaction.	WBO 4 / Strategic Priority 4	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024	40%	Progress made with IDOX. Board has now been convened to progress this project.

# Performance Measures

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
<b>(New) Percentage of births registered within 42 days*</b>	Quarterly	No Data	No Data	<b>91.3% (42/46)</b>	<b>98%</b>	End of year outcome for births registered within 42 days reflects covid recovery within the service. Birth registrations halted at the beginning of the pandemic creating a backlog. The final figure for 22/23 reflects the success of the Registration team in clearing the backlog by locating and registering the last of the 2020 births. This reflects a national picture across England and Wales with the level of unregistered births returning to pre-pandemic levels during 22/23.
Percentage of legal searches in 5 days.	Quarterly	78.3%	79.3%	<b>93.9%</b>	<b>85%</b>	
Percentage of customers seen within 10 minutes.	Quarterly	No Data	No Data	<b>95.3%</b>	<b>95%</b>	
Percentage of single justice procedure notices drafted within timescales	Quarterly	No Data	100%	<b>98%</b>	<b>98%</b>	
<b>(New) No. of views of Scrutiny meetings including live and You Tube.</b>	Half Yearly	No Data	No Data	<b>593</b>	<b>First year measure – monitoring data</b>	
<b>(New) Participation rates in consultations and surveys. (Based upon Mid-Year population estimate)</b>	Half yearly	No Data	No Data	<b>9% (13,748 / 159,658)</b>	<b>First year measure – monitoring data</b>	This figure is the best assessment of participation rates based on the data available, however, there may be some ‘double counting’ of actively engaged citizens who participate in multiple surveys and/or the Citizens Panel. Further work to refine the measurement of this key area is recommended prior to setting a target.

\*NCC has a partnership arrangement with Torfaen Registration District to register births on their behalf. Births recorded in Newport reflect the home births in the city.

Performance Measure / Description	Reporting Frequency (Quarterly / Half-yearly / Annual)	Actual 2020/21	Actual 2021/22	Actual 2022/23	Target 2022/23	Commentary
(New) Percentage of people who feel able to influence decisions affecting their local area (National Survey for Wales and local data)	Annual	No Data	No Data	30%	First year measure – monitoring data	In the first year of monitoring, national data from the most recent National Survey for Wales for Newport has been taken as a benchmark. <a href="#">What factors are linked to people feeling able to influence decisions affecting their local area? (gov.wales)</a> A local survey is in development that will provide data for 2023/24.

# Glossary

## Service Area Project / Action Assessment

RAG Status	Description
X%	Project / Action is not on track to deliver with major issues preventing the action being completed by the agreed ' <b>Target Date</b> '. Immediate management interventions is required to improve performance and escalation to Directorate Management Team and/or relevant Board.
X%	Project / Action is mainly on track with some minor issues which could prevent the Project / Action being completed by the agreed ' <b>Target Date</b> '. Management intervention(s) required to improve performance and close monitoring by the Head of Service / Service Management Team.
X%	Project / Action is on track to be completed by the Agreed ' <b>Target Date</b> '.
C	Project / Action has been successfully delivered

## Performance Measure Monitoring / Tolerance Assessment

Newport City Council has agreed a 15% tolerance against targets set in service plans.

RAG Status	Description
=>15%	Performance is under achieving against Target or previous year's performance. Immediate management intervention and escalation to Directorate Management Board is required.
<15%	Performance is off target or Previous Year's Performance but within a variance of 15%. Management intervention and close monitoring by the Head of Service / Service Management Team is required.
	Performance is achieving / succeeding against its agreed Target or Previous Year's Performance. Commentary provided is at the discretion of the service area to provide.

## Risk Assessment Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				