

Agenda



Cabinet

Date: Monday, 8 June 2015

Time: 11.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors R Bright (Chair), P Cockeram, D Davies, G Giles, R Poole, J Richards, R Truman, M Whitcutt and D Wilcox

Item		Wards Affected
1	<u>Apologies</u>	
2	<u>Declarations of Interest</u>	
3	<u>Minutes</u> (Pages 3 - 6)	All Wards
4	<u>City Deal</u> (Pages 7 - 24)	All Wards
5	<u>Improvement Plan Update</u> (Pages 25 - 96)	All Wards
6	<u>WAO Certificate of Compliance</u> (Pages 97 - 102)	All Wards
7	<u>Risk Report Update</u> (Pages 103 - 118)	All Wards
8	<u>Library Transformation Project</u>	All Wards
9	<u>Capital Programme Outturn</u> (Pages 119 - 134)	All Wards
10	<u>Revenue Outturn</u> (Pages 135 - 152)	All Wards
11	<u>Performance Board Minutes</u> (Pages 153 - 158)	All Wards

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Minutes



Cabinet

Date: 13 April 2015

Time: 11.00 am

Present: Councillors R Bright (Chair), P Cockeram, K Critchley, D Davies, G Giles, R Poole, J Richards, R Truman, M Whitcutt and D Wilcox

In attendance: Mr W Godfrey (Chief Executive) Ms S Davies and Mr M Nicholson (Corporate Directors)

1 Apologies

No apologies were submitted

2 Declarations of Interest

No declarations of interest were made at this stage

3 Minutes

The minutes of the meeting held on 16 March 2015 were confirmed as a true record

4 Welsh Government White Paper "Power to Local People"

On 3rd February 2015 the Welsh Government published the Power to Local People White Paper for consultation with a closing date of April 28th.

The White Paper is a very detailed document which sets out the Welsh Government's vision for the future of local government in Wales, with an underlying principle of giving 'power to local people' through policies of participative democracy whereby communities can better engage and participate in decision making, service development and delivery.

The proposals were focused on a range of themes that were identified in the report to Cabinet. The White Paper and accompanying documents can be found at the following link:

<http://gov.wales/consultations/localgovernment/power-to-local-people/?status=open&lang=en>

The Cabinet was informed that the White Paper includes a wide ranging set of proposals which include some firm policy recommendations and less developed points for consideration which may or may not be taken forward in Welsh Government's future programme of reform.

A large number of the proposals related to corporate governance arrangements and internal process such as performance and improvement, audit and regulation. Welsh Government's

intention appears to be to drive greater consistency and standardise what is considered to be best practice across Wales.

The Welsh Local Government Association highlights a number of highly controversial points about political representation raised by Welsh Government.

Most notably these included:

- A reduction in full-time Cabinet roles and the introduction of part-time deputy Cabinet Member roles
- A reduction in the number of Councillors in Wales in line with the rest of the UK
- Term limits for Leaders (2 terms), Cabinet Members (2 terms) and Councillors (5 terms)
- Five year fixed elections cycles and consideration of elections phased in thirds
- A review to reduce the level of remuneration for Leaders, Councillors and Cabinet Members
- Consideration of a power of recall for Councillors in line with proposals for MPs
- Similar term limits and salary control proposals are raised for Chief Executives and senior officers

As to the response from the City Council, the Chair of the Cabinet had agreed this would be a matter for the full Council as it affects all members.

The Cabinet broadly supported the concept of reform of local government but matters of detail needed to be carefully considered. Cabinet Members considered the WLGA response as outlined in the report was broadly consistent with the view of Newport City Council.

There were some concerns about the online questionnaire and the need for a sophisticated analysis of responses. It was agreed that the Cabinet would ask who designed the questionnaire and the academic validity of the response. Cabinet Members considered the questionnaire did not give residents the opportunity to provide a view on how current arrangements work. There is a lack of free text space in the questionnaire.

Detailed responses to the specific points were set out in the report identifying which proposals were supported and which were not. This response was generally supported by the Cabinet and recommended for consideration by the Council.

Decisions

- I. To recommend that the Council endorses the proposed response set out in the Cabinet report.
- II. To ask an independent expert to comment on the questionnaire

5 Improvement Plan 2015/16

The purpose of the Improvement Plan is to enable the authority to evidence that it has discharged its duty to make arrangements to secure continuous improvement (Local Government Measure 2009). In order to clearly demonstrate that the Council is fulfilling this duty, eight discrete priority areas have been identified in which measurable improvement should be demonstrated during 2015/16.

The eight Improvement Objectives (which relate directly to the priorities of the Corporate Plan) were selected by Cabinet in January 2015 after consideration of consultation responses.

Scrutiny meetings were held in February to enable Members' to input into the Improvement Plan 15/16. Feedback from Scrutiny is provided below.

The eight Improvement Objectives 2015/16 are linked according to themes identified in the report as:

- A Caring City
- A Learning & Working City
- A greener and healthier city
- A safer city

The proposals had been subject to public consultation and carefully considered by the Scrutiny Committees and the views of the Scrutiny Committees were set out in full in the report and considered by Cabinet.

It was confirmed that the criteria used for setting targets were: Never to be in the fourth quartile; Never to be below Welsh average; and improvement year on year. It was important for Cabinet members to monitor progress on the objectives.

Decision

To recommend adoption of the Improvement Plan 2015/16 by the Council

6 Risk Update

As part of its governance arrangements the Council has a risk management strategy and a corporate risk register is monitored twice a year. Through the Corporate Assessment these documents were recognised by the Wales Audit Office although the conclusions of the Corporate Assessment were that risk management arrangements within the organisation are in need of improvement.

The Risk Management Strategy was agreed by Cabinet in September 2014. It was updated to reflect a revised approach to risk management and improved processes for identifying and escalating risk.

Potential benefits of an improved risk management approach are improved decision making, avoidance of shocks and the ability to mitigate threats and take advantage of opportunities.

The Cabinet was provided with the latest update of the Corporate Risk Register. There are eight risks identified in the register, 1 high risks and 7 medium risks.

Members were informed that since the last update assessments of 4 risks remain unchanged, 1 risk had increased and 3 risks had reduced.

Cabinet Members were concerned about the impact of diminishing resources on the ability to meet the requirements set down by the regulators and the need to ensure that resources were directed at services to residents.

Decisions

To request a further update at the June 2015 meeting

7 Review of the Commercial Estate

The Cabinet was informed that the Council's Commercial Estate requires defining to enable the Local Authority to review and maximise the commercial value and efficiency of its assets.

Cabinet was informed that given the financial challenge that the Council currently faces, and will continue to face for the foreseeable future, it is important that the Council assets are used in the most efficient way. Lack of attention to asset management can result in money being wasted and services failing to meet user needs. Property should be viewed as a strategic resource and challenged as to how well it contributes to the core objectives. To this end a review of the management of the estate was proposed.

The Cabinet Member for Human Resources and Assets moved an amendment to the original recommendation "That Cabinet requires that there is an urgent detailed review by Newport Norse of their management of the Estate in order to achieve the best commercial viability and completed in six months (with the expectation that it will be sooner than this)."

The Cabinet Member for Human Resources also expected to be provided with regular detailed briefings as work progresses

Decisions

That Cabinet requires that there is an urgent detailed review by Newport Norse of their management of the Estate in order to achieve the best commercial viability and completed in six months (with the expectation that it will be sooner than this).

8 Discretionary Housing Payments Policy

A report was withdrawn to allow further discussion with the appropriate Cabinet Member. Cabinet Members did not wish to delay a decision, however, and therefore agreed to delegate the final decision on the adoption of the proposals to the Chair of the Cabinet.

Decisions

To delegate the final decision on the proposals to the Chair of the Cabinet

9 Trading Standards Services - Collaborative Delivery Arrangements

Cabinet considered a report on 23 October 2013 about proposals for a Gwent Trading Standards Project. Cabinet at that time approved participation in the proposed Project, subject to a viable business case.

Members were informed that the Business Case had been developed on the basis of a number of assumptions which had not been fulfilled. Therefore the proposals to establish a Gwent Trading Standards Service in accordance with the Business Case were no longer recommended.

Decisions

Not to proceed with the establishment of a Gwent Trading Standards Service for the reasons explained in the report



Report

Cabinet

Part 1

Date: June 8th, 2015

Item No:

Subject Cardiff Capital City Region – Preparation for negotiating a City Deal

Purpose This report will explain the background behind the concept of city deals which are negotiated with UK Government as a way to provide funding for infrastructure investment. It will explain the work which has taken place on a regional basis in South East Wales and the role Newport City Council could play in the negotiations to conclude a city deal for the Cardiff Capital City Region.

Author Will Godfrey, Chief Executive

Ward Citywide

Summary The report provides an explanation of the genesis of city deals. It then explains the work done to date by the ten authorities in the Cardiff Capital City Region and outlines the proposal for further work which requires Newport City Council to commit some staff and financial resources

Proposal The Cabinet is recommended to:

- (1) Approve that officers proceed with the negotiation of a City Deal with UK Government, Welsh Government and surrounding authorities and return to Cabinet with a further report before submitting a final proposal.
- (2) Agree to use £50k from the 2014/15 revenue budget underspend to provide initial funding for this and delegate Authority to the Chief Executive to work with other authorities to appoint specialist advisors to support delivery of a detailed City Deal proposal for South East Wales.

Action by Chief Executive

Timetable Immediate and ongoing

Background

On 18th March the Chancellor of the Exchequer announced in his Budget Statement that 'We're giving more power to Wales. We're working on a City Deal'. The announcement effectively moves the current discussion about a potential City Deal for South East Wales on to the next stage where the Government has now offered to begin the formal process of negotiation.

The announcement follows on from the decision made in the run up to the referendum on Scottish independence to award a City Deal for Glasgow. This was the first deal with a city in a devolved nation of the UK. Up until that point the opportunity had only been made available to English cities: the first round was with the 8 largest English cities outside of London, known as the Core Cities; and the second round was with the next 14 largest cities outside of London and the 6 cities with the highest recent population growth.

A City Deal could unlock significant new money to support capital investment in major infrastructure priorities for the city-region. However, every deal done to date has been bespoke with the eventual size and scope of the deal dependant on a number of important local factors.

The process involved in getting to a final submission is resource intensive and will require participating partners to provide staff support and a budget for the provision of appropriate specialist advice.

A key factor in determining the scale and scope of City Deals has been the level of maturity of existing partnership/governance arrangements. There seems to be a clear correlation between the scale of funds negotiated and the level of local trust and co-operation that can be demonstrated to be in place.

In the South East Wales context, it is clear there will need to be a significant role for Welsh Government in taking forward a City Deal proposal not least to ensure adequate funding is available to match any new monies provided by UK Government. There may also be a role for EU funding as part of the mix.

In all cases, the business community has played a role in the City Deal process. In some cases local business has led the process through Local Enterprise Partnerships. The larger agreements have been led by consortia of local government, strongly supported in close partnership by the local business community.

The latest and largest deals have required a significant element of local risk taking, both in terms of the 'Payment by Results' approach and a requirement for local capital investment. The Payment by Results approach potentially introduces cash-flow consequences in terms of upfront costs being locally funded in advance of any Government contribution which is dependent on agreed outcomes being achieved.

What are City Deals?

The 'City Deal' process was initiated in late 2011 as part of the UK Government's broader devolution and growth agenda. City Deals provide bespoke agreements between Government and cities that seek to empower localities to drive economic growth by providing additional freedoms and resources. In return the Government has sought new local governance arrangements, which have taken a variety of forms including combined authorities, city mayors, and other forms of local government led partnerships.

The Government's stated aim of the City Deal programme is to devolve control to cities to:

- Take charge and responsibility of decisions that affect their area
- Do what they think is best to help businesses grow
- Create economic growth
- Decide how public money should be spent

A common theme in the larger deals has been a 'Payment by Results' approach. The 'Payment by Results' approach is in effect a new form of Tax Increment Finance. Tax Increment Finance is based on retaining a share of business rate uplift which is typically around 2% of total Gross Value Added (GVA) uplift to pay back finance raised for infrastructure investment. A 'Payment by Results' approach provides access to a share of the total tax receipt from GVA uplift resulting from infrastructure investment which typically equates to circa 40%.

The development of a successful proposal relies on agreement of a set of minimum objectives for participant areas. This means that there must be a minimum guaranteed outcome for all participant areas, typically in terms of access to job opportunities. To that end, the Infrastructure Fund created by a City Deal is required to invest according to a strict set of criteria. Essentially, eligible projects are evaluated against the net economic impact they would have on the City Deal area and also the contribution they would make towards meeting the agreed minimum objectives. The crucial requirement of city leaders therefore is to set, and agree with UK Government, the 'rules' by which the Infrastructure Fund invests. In many areas this has led to a drastic change to the order of priority for capital investment, and typically it has seen transport investment focus on projects that bring people and jobs closer together.

Overall the effective building blocks required by local authorities to deliver a coherent City Deal proposal include:

- Agreeing appropriate and sound objectives and minimum outcomes
- Identification of resources to support the development of the City Deal as well as to contribute to the overall fund and cover the cost of financing requirements
- Operationally effective governance that also fits in with the UK Government's agenda in terms of the devolution of powers to city-regions
- Effective tools for prioritisation that provide rigour to the expected levels of impact in terms of jobs and GVA, as well as reducing the risk that local authorities are exposed to in terms of meeting the required objectives to trigger payments from the UK Government
- Functional economic geography consistent with effective decision making and ensuring that a scale where net impact can be maximised
- An element of local financial risk taking that shows the commitment of partners.

The scale of impact anticipated from some of the largest deals is significant:

- Greater Manchester's £2.75bn Transport Fund is expected to deliver up to £3.6bn in annual GVA and 37,000 jobs;
- Leeds City Region's £1.45bn Transport Fund is expected to deliver up to £2.6bn in annual GVA and 23,000 jobs;
- Glasgow City Region's £1.13bn fund is expected to deliver up to £2.2bn in annual GVA and 28,000 jobs.

Greater Manchester's latest agreement has introduced some new and innovative opportunities including the potential to share in 'bottom-line' savings such as savings to the current circa £20bn per annum dependency costs by helping more people back to work.

Effective local partnership/governance arrangements are at the heart of successful City Deals and will determine the extent to which Government is prepared to invest in a locality. The deals

agreed by Government to date have been based on a variety of approaches reflecting local circumstances. The largest deals have clearly been achieved where the strongest local partnership arrangements exist and in most cases these have been local authority led. That is the case for both Greater Manchester and West Yorkshire, the largest of the City Deals in England, and is the case for Glasgow.

In all cases, the private sector has had an important role to play. Inherently, local business is at the heart of the concept of a City Deal. City Deals are intended to grow the local economy, to increase GVA, by providing the infrastructure for business to flourish. It is therefore imperative to engage with local business in shaping priorities and supporting delivery. More to the point, the public sector funding provided to deliver key infrastructure projects will always require significant private sector investment.

Next Steps

Cardiff Council will lead the work as they are the largest authority. This is in line with the process with other parts of the UK. Some initial specialist advice has been procured to develop an initial high-level proposal for a City Deal. This report is attached at Appendix 1. At this stage in the process there is no description of projects, as full analysis of economic impact will need to be undertaken before projects are properly identified and prioritised. Instead the focus is on a number of key areas for investment such as transport, housing, regeneration, skills and energy. Transport in particular has been a central theme of most City Deals to date.

The potential scale of the deal will rely on many factors including the extent of match funding contributions available from local sources and the appetite for taking risk. In terms of potential, based on a pro-rata calculation of the Glasgow deal, to achieve the same percentage of GVA uplift (5%) it would require an infrastructure fund in the region of £800m. Again, more detail is provided in Appendix 1.

If all parties agree to proceed, an outline proposal will be submitted to the UK Government that will provide a high-level proposition, outlining the key aims and objectives of the Deal, and an initial summary of proposed governance arrangements. This will represent only the start of a detailed process that is likely to take up to 12 months to complete. It will require a significant level of technical expertise in developing appropriate economic modelling tools by which projects and programmes can be prioritised. Specialist Advisors have provided an outline 'Gateway Process', similar to that used by other agreed Deals, to drive the process and secure agreement at key milestones.

To enable this work to take place it is proposed to create a fund across of £500,000 across the south east Wales authorities to procure the specialist work required. It has been proposed contributions will be made on a basis of population. Under this arrangement, Newport City Council would be asked to contribute £50,000. The details of the proposed contributions for each authority is set out in appendix 2.

Financial Summary

Any final city deal would require significant capital funding. It isn't possible to identify this at the moment and further reports would be required before any further finance is committed.

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs (Income)	50,000				.To be funded from a specific reserve to be established for this purpose from 2014/15 underspend on the revenue budget
Net Costs (Savings)					
Net Impact on Budget					

Risks

The risks can be identified as follows:

- 1) When initial work is completed it could become clear that a city deal isn't viable for the Cardiff Capital City Region
- 2) Other authorities might decide not to participate, although all have indicated they will take part in the initial feasibility phase, subject to individual approval processes.
- 3) Sufficient funding might not be able to be found to progress with a city deal

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
1	m	m	Procuring specialist advice	Chief Exec
2	m	m	Ongoing discussions	Chief Exec
3	h	m	Specialist advice	Chief Exec

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Council recently adopted the 2015/16 Improvement Plan which sets out 8 key activities. One of the 8 objectives is to, "Develop and Regenerate the City". The negotiation of a city deal for South East Wales is a central element of the long term strategy to help improve outcomes for the communities of the city.

Options Available

Essentially there are two options:

- 1) Work with other local authorities within the Cardiff Capital City region to agree a city deal
- 2) Decide not to participate

Preferred Option and Why

The preferred approach is option 1. All the evidence shows that the level of infrastructure investment and the associated benefit to local communities increases when individual local authorities work together. Infrastructure such as the proposed South East Wales Metro crosses the boundaries of all ten authorities and the economy of Newport will clearly benefit from improved movement of people of goods.

Opting out from the discussions would limit our ability to influence future governance arrangements for the City region and as a consequence the communities of Newport would not gain from the positive impacts of investment.

Comments of Chief Financial Officer

At this stage of this exciting development, a contribution of £50k is required and it is recommended that this is funded from use of the 2014/15 revenue budget underspend which will need to be put into reserves to carry it forward into the current year.

Clearly, further funding issues will arise as this project develops and these will need further consideration by all partners at that time.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report at the present time as Cabinet are only being asked to agree, in principle to the City Deal negotiations and the commitment of a funding contribution towards the costs of preparing an outline business case. Further consideration would need to be given to the detailed outcomes, funding and governance arrangements in due course.

Staffing Implications: Comments of Head of People and Business Change

There are no staffing implications. Any work undertaken will be done within current resources. The city deal proposal builds on the work undertaken in recent years on the Cardiff Capital Region and provides new funding opportunities to take forward potential collaborative programmes e.g. improving transport infrastructure, housing, skills development and job creation. The Local Government Association points to a growing body of evidence that taking decisions closer to where people live can achieve better outcomes, saves money, produces multiplier effects, leverages private sector investment and improves economic competitiveness.

Comments of Cabinet Member

This matter falls within the remit of the Leader of the Council who has agreed the contents of this report

Local issues

This is a citywide initiative. It is too early to identify ward specific impacts.

Scrutiny Committees

No input from scrutiny at this time. Any final proposal will be subject to the scrutiny process.

Equalities Impact Assessment

n/a

Children and Families (Wales) Measure

n/a

Consultation

None

Background Papers

Appendix 1 – Outline advice from specialists

Appendix 2 - Breakdown of proposed financial contributions

Dated: 20th May, 2015

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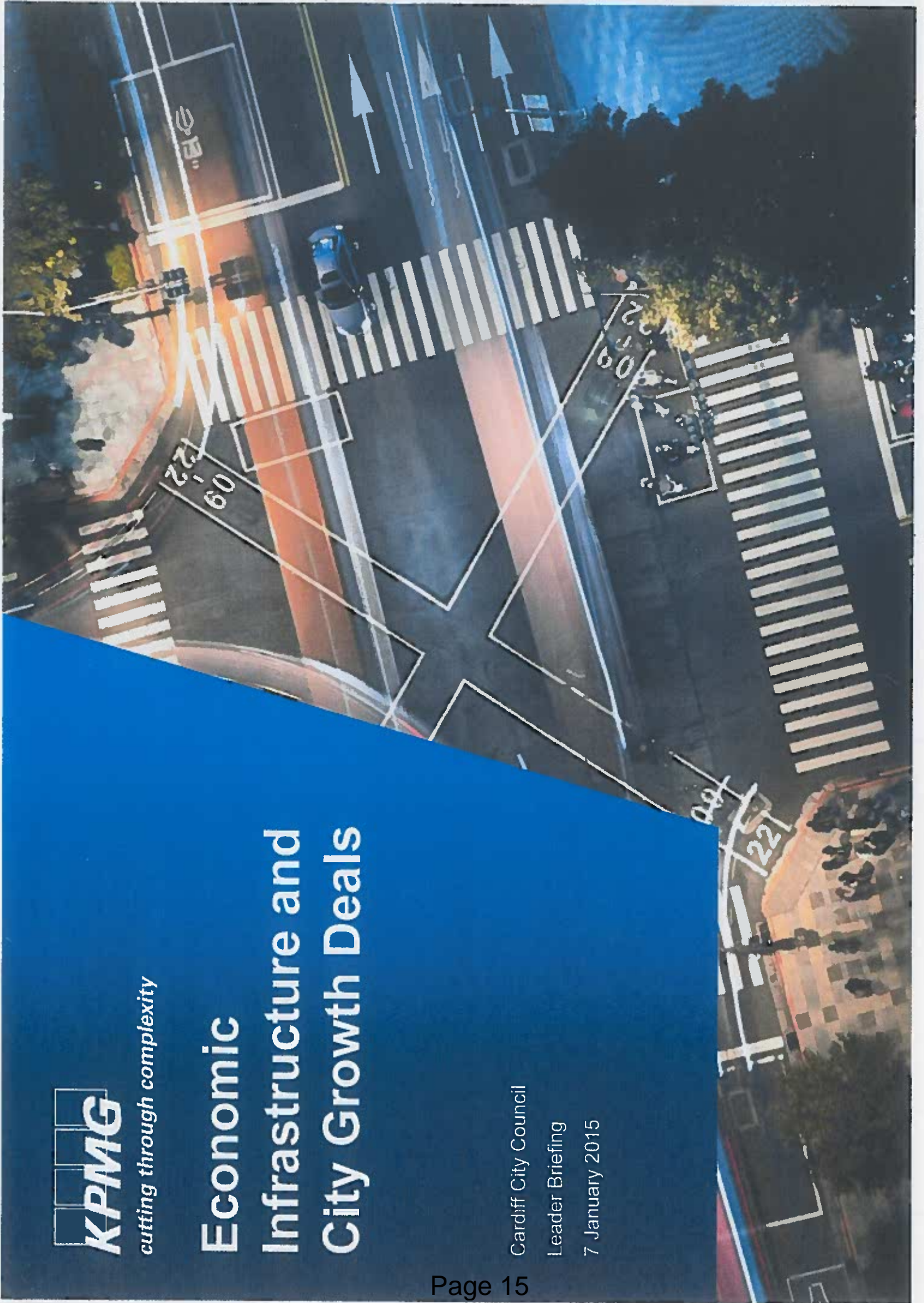
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Economic Infrastructure and City Growth Deals

Cardiff City Council

Leader Briefing

7 January 2015



Three Main UK City Region Funds: Facts on a Page

Greater Manchester

Geography: 10 local authorities – Population: 2.7m – GVA: £51bn
Governance: TGM, Combined Authority, City Region Mayor from 2017/18
Fund size: £2.75bn by 2021
Investment period: 12 years (ie started in 2008/9)
Type of infrastructure: Transport, but recent deal widens (£300m rolling housing fund is additional to the £2.75bn above)
Decision metrics:

- Primary – Maximise GVA net at GM level
- Secondary – Reduction in transport CO2 emissions; Above average increases in employment accessibility for most deprived wards

Economic benefits: £3.8bn p.a. (2009 prices) in GVA by late 2020s
Annual GVA uplift per £1 of capex: £1.3 (2009 prices)
Job impact: +37,000
Funded by:
DfT devolved: £0.8bn
-Growth/City Deal income: £0.75bn (£0.45bn Earmark; subject to performance)
-Local contribution: Capex: £1.25bn plus £0.15bn of LTP top-slice
-Local contribution: Cost of carry: £1.25bn (total local £2.5bn over 30 years)
Annual local cash cost: £80m - £100m from early 2020s, depending on Earmark

Leeds City Region

Geography: 6 local authorities (WY plus York) – Population: 2.5m – GVA: £47bn
Governance: WY Combined Authority and side agreement with York
Fund size: Up to £1.45bn by 2025 (including phase 1 NGT Scheme)
Investment Period: 11 years starting now
Type of infrastructure: Transport only
Decision metrics:

- Primary – Maximise GVA net at WY+Y level
- Secondary: Employment accessibility improvement in every district at least half the average; *Aspiration* to reduce transport CO2 emissions

Economic benefits: Up to £2.8bn p.a. (2011 prices) in GVA by mid 2030s
Annual GVA uplift per £1 of capex: £1.8 (2011 prices)
Job impact: +23,000
Funded by:
-DfT devolved and scheme specific: £0.35bn
-Growth/City Deal income: £0.8bn (£0.45bn subject to performance)
-Local contribution: Capex: Up to £0.5bn
-Local contribution: Cost of carry: Up to £0.55bn (for £1.05bn in total)
Annual local cash cost: Peaks at up to £40m pa in the mid/late 2020s

Glasgow City Region

Geography: 7 local authorities – Population: 1.7m – GVA: £38bn
Governance: Risk sharing deal between authorities
Fund size: £1.13bn – One-off investment by 2025
Investment Period: 10 years starting now
Type of infrastructure: Transport, regen, and housing
Decision metrics:

- Primary – Maximise GVA
- Secondary – Employment accessibility in any district at least half the average

Economic benefits: £2.2bn p.a. (2011 prices) in GVA by mid 2030s (£1bn Scotland level; £0.8bn at UK level)

Annual GVA uplift per £1 of capex: £2 (2011 prices)
Job impact: +28,000 at G&CV level
Funded by:
-HMT: £0.5bn (£0.375bn subject to performance)
-Scottish Government: £0.5bn (£0.375bn subject to performance)
-Local contribution: Capex: £0.13bn
-Local contribution: Cost of carry: £0.5bn (total of £0.63bn over 30 years)
Annual local cash cost: Peaks at circa £40m pa in mid 2020s

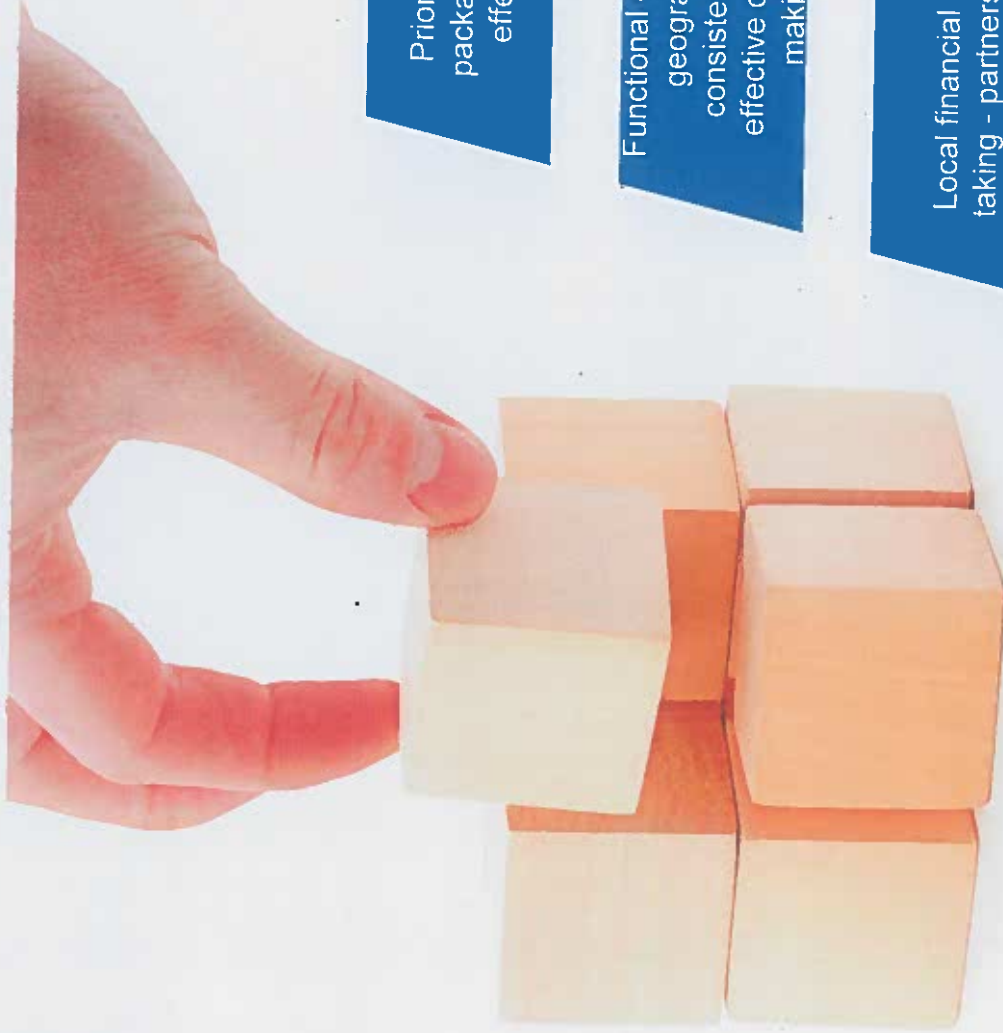
Note: Fund plans as of 1 December 2014. WY+Y figures subject to local decisions in the coming weeks. All prices nominal unless otherwise stated. Local costs/contributions assume delivery targets met.

What does it take? - building blocks

Agreed objectives and minimum outcomes

Resources

Operationally effective Governance



Prioritisation and package building – effective tools

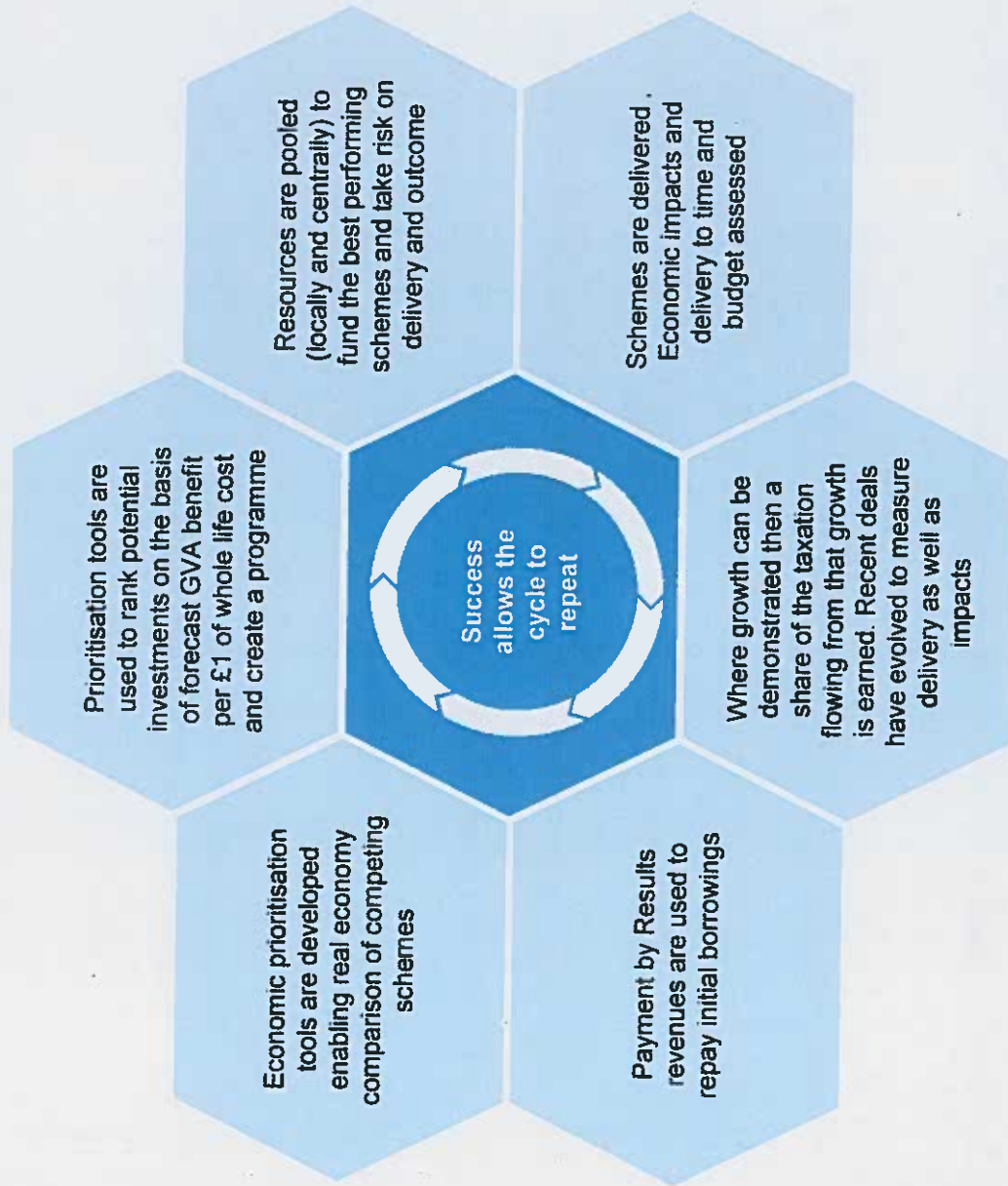
Functional economic geography consistent with effective decision making

Local financial risk taking - partnership

Infrastructure funds – a process example

Scoping	Gateway 1	Gateway 2	Gateway 3	Gateway 4
<p>An initial exercise design to understand the possible parameters of the proposed Fund</p>	<p>Agree the types of investments/sectors for inclusion in Infrastructure Fund/City Growth Deal and consider other interventions aimed at dependency reduction</p>	<p>Test/demonstrate economic modelling suite and sign-off that it is fit for purpose</p>	<p>Present prioritisation of schemes against lead metric on a net cost basis (e.g. including match funding and other offers)</p>	<p>Present final shortlist of 'compliant' funding scenarios – i.e. those that maximise the lead metric and deliver the minima</p>
<p>Can cover:</p> <ul style="list-style-type: none"> ■ Geography/partners ■ Objectives and minima ■ Key metrics and forecasting tools ■ Types of interventions ■ Scale of fund [options] <ul style="list-style-type: none"> ■ Question of top line growth and/or dependency cost reduction 	<p>Agree objectives/metrics (including programme minima) and metrics for appraising performance of investments/interventions and sign-off on economic modelling approach to be used</p>	<p>Initial sift of long list and sign-off on medium list of investments/interventions</p>	<p>Refine package to ensure that programme minima are delivered at each funding scenario</p>	<p>Decisions on which scenario to be taken forward as final Fund/City Growth Deal proposition based on degree of local funding commitment</p>
	<p>Begin to develop proposed Governance and joint working arrangements [where there are multiple parties]</p>	<p>Agree funding scenarios to be developed</p>	<p>Iterate with potential funders and government on co-funding/devolution propositions and PbR options</p>	<p>Decisions on the necessary delivery governance reforms (if applicable)</p>
	<p>Agree instructions for working up individual activities/ investments/interventions</p>	<p>Engage with potential partners and government on scale of contribution / funding devolution available and scope for PbR</p>		
	<p>Define local funding sources 'in play' (but not decisions on the level)</p>			

Payment by results for infrastructure funds – the model



Payment by Results addresses the disconnect between local risk taking and central government reward through taxation

Payment by results for infrastructure funds – some details

- The aim of an economically focussed infrastructure fund is to boost economic growth over the counterfactual (i.e. what would have happened absent the fund) within a defined economic geography;
- The economic geography has to be of sufficient scale so that growth impacts are close to net national growth (i.e. that displacement is minimised);
- Ranking and prioritising potential investments based on forecast GVA maximises the expected impact of any programme of investments and presents a level of sophistication beyond what can be achieved centrally;
- Balance can be provided to a programme with multiple stakeholders by setting programme minima – that is minimum outcomes that each partner must receive. These are typically defined as % improvements in employment accessibility relative to the average or similar measures;
- Programmes can be iterated to deliver maximum GVA within the constraints of the minima;
- Risk is taken locally on the outcomes of the fund investments, typically through the way the programme is financed;
- Payment by Results is a way of rewarding success borne out of local risk taking

- The fundamental issue is not the methodologies, but the questions they are supposed to address – ie is it maximum employment impacts across integrated infrastructure programmes?
- The best available answer to the right question is better than a perfect answer to the wrong one
- It is essential to define objectives in a way that can drive decision making – limited and focussed
- It is impossible to define an economic objective that can drive decisions without reference to a geography (ie where am I looking to deliver additional employment)
- This means the redistribution question has to be addressed head on
- This means a way of incorporating “balanced growth/social impacts” has to be built in from the start
- These sorts of objectives work best at the programme level
- This means a 10 year plus view
- The way in which decisions are made matters hugely – GM, WY, Glasgow put a lot of effort into agreeing up front what the objectives would be, how they would be measured and how the funding “end-game” decision making would work
- Prudential borrowing can unlock the whole life cost approach – ie the private finance philosophy without the costs of private finance, but strong project discipline is required – that means significant and experienced resources (scale required to deliver 15-25 projects of £100m each over a 10 year period)



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Appendix 2

	Pro Rata
Blaenau Gwent	£23,366
Bridgend	£47,034
Caerphilly	£59,989
Cardiff	£117,736
Merthyr Tydfil	£19,751
Monmouthshire	£30,832
Newport	£49,076
Rhondda, Cynon, Taff	£79,037
The Vale of Glamorgan	£42,582
Torfaen	£30,597
Column Total	£500,000

Calculations

local authority	Total	%	£ pro-rata
Blaenau Gwent	69800	5%	£23,366
Bridgend	140500	9%	£47,034
Caerphilly	179200	12%	£59,989
Cardiff	351700	24%	£117,736
Merthyr Tydfil	59000	4%	£19,751
Monmouthshire	92100	6%	£30,832
Newport	146600	10%	£49,076
Rhondda, Cynon, Taff	236100	16%	£79,037
The Vale of Glamorgan	127200	9%	£42,582
Torfaen	91400	6%	£30,597
Column Total	1493600	100%	£500,000

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Report

Cabinet

Part 1

Date: 8th June 2015

Item No:

Subject **Improvement Plan 14/15 Update for Quarter 4**
(January – March 2015)

Purpose To update the Cabinet on the Council's progress regarding management and monitoring of the Improvement Objectives set out in the Improvement Plan 2014/15

Author Head of People and Business Change

Ward All

Summary In April 2014 full Council approved the ten Improvement Objectives in the Improvement Plan for 2014/15. This report summarises progress towards delivering the actions set out in the plan and the performance measures that support those actions in 14/15.

The overall assessment of progress towards achieving the Improvement Objectives set out in the plan is classed as 'Amber – Good.' Good progress has been made in a number of key areas.

Proposal **Cabinet is asked to:**

- Note the progress made during the final quarter of 14/15 regarding key actions and measures

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

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

Signed

Background

The Improvement Plan for 2014/15 sets out ten Improvement Objectives that contribute towards each of the five themes in the Corporate Plan. Also included in this update are the five Outcome Agreements, of which 3 are also Improvement Objectives.

A Caring City

1. Improving independent living for older people

The council will work with the health service and other partners to develop and deliver preventative models of care and support within the community setting that respect individuals sense of personal wellbeing, promote independence and develop a strong sense of community, a subsequent reduction in reliance on 'formal support' may be achieved.

2. Supporting older people leaving hospital

We want to ensure that people who require social care support do not stay in hospital beds any longer than is necessary. When we are unable to organise a discharge for someone from hospital when we have responsibility within a reasonable time, they will be reported as being delayed for social care reasons.

3. Ensuring people have the right social services to meet their needs

It is part of adult services statutory duty to review packages of care and support for individual service users. We are also required in 2014/15 to develop an all Wales integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages then we aim for more multi professional involvement in reviewing care plans. This we would expect should also contribute to improving the care plan reviewing.

A Fairer City

4. Improving outcomes for looked after children

The principle of good corporate parenting is the foundation for good services and support for young people in and from care. It emphasises that we should have the same aspirations for, and commitment to young people in and from care as parents have for their own children. Ensuring that the needs of looked after children are fully met is an important part of the work. Children's Social Services undertakes monitoring of all new placements to ensure that care plans are in place, that all children and young people are well matched and that permanency plans for all looked after children are tracked. This work is aimed at providing stability and permanency for looked after children as soon as possible

A Learning & Working City

5. Education Attainment (Also an Outcome Agreement)

To ensure pupils attainment is secured at all stages and including all groups. To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes

6. City regeneration & development

The objective is to make Newport an attractive place for:

The creation of opportunities for businesses to set up in Newport

Businesses to continue to deliver their services and develop their business

The city is seen as a destination for tourism, culture, sport and retail where the residents of the city benefit through increased employment and community benefits.

We will provide support to local businesses in order to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

7. Supporting young people into education, employment or training (Also an Outcome Agreement)

Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community.

The council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives.

A Greener and Healthier City

8. Helping Children have the best start in life

"Flying Start" aims to make a decisive difference to the lives of children in the most disadvantaged communities" The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.

A Safer City

9. City Centre evening and night time economy – a safer place

Newport holds a negative reputation for early evening and night-time use which is not borne out by reality – for example a survey by the Citizens' Panel showed that people do not feel safe in Newport city centre at night and so are reluctant to use it; this perception needs to change. A vibrant, safe, clean and well-managed early evening and night-time economy can help to boost the local economy by attracting visitors and stimulating culture and creative activity. Evidence suggests that city centres with lively streets and people moving around in them make people feel safe. However, a combination of regeneration and regulatory activity is required. This will encourage and enable people to live, work and socialise in the city centre while ensuring an appropriate level of regulatory control to reduce perceptions of heavy drinking, crime, disorder and anti-social behaviour.

10. Improving outcomes for youth justice (Also an Outcome Agreement)

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 anti-social 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.

Outcome Agreements

Outcome Agreements are a set of measures and targets agreed with the Welsh Government that contribute towards their Programme for Government and that also align with the One Newport Single Integrated Plan. The five outcome agreements selected for the council to run between 13/14 and 15/16 are:

- Education
- Supporting young people into education, employment or training
- Preventing offending and re-offending of young people
- Ensuring people have access to suitable accommodation
- Providing homes and businesses with faster broadband

All of these priorities were part of the original consultation. The first three in the list above are also included in the Improvement Plan, and the final two outcome agreements will be included in Service Plans for 14/15.

This round of outcome agreements is focused on five outcomes and is scored out of 10. Points are allocated as follows: Fully successful – 2 points; Partially successful – 1 point; Unsuccessful – 0 points. Grant payments are allocated as follows:

Score	Grant
8-10	Full payment
6 or 7	75% payment
4 or 5	50% payment
Less than 4	No payment

Monitoring and Evaluating Progress

1. Summary of Performance

Appendix one presents an evaluation of performance summary of progress

2 Progress towards Improvement Objectives

In order to provide a more meaningful assessment of the progress of the Improvement Plan and enable more informed judgement to be undertaken, the following assessments have been made about the Improvement Objectives. Those Improvement Objectives assessed as Excellent or Good are not cause for concern. Areas assessed as 'Acceptable' will require attention to address underperformance.

Appendix two details progress towards each of the ten Improvement Objectives. An overall evaluation of progress is made using the following criteria.

Status	Evaluated as	Explanation
Green	Excellent	All actions and measures are on track
Amber	Good	Actions and measures are on mostly on track, one or two falling marginally short of planned targets
Orange	Acceptable	Some actions and measures have deviated from plan and are some are falling short of planned targets
Red	Improvement Required	Actions and measures are of concern and are mostly falling short of planned targets

<i>Report produced in...</i>	<i>September</i>	<i>December</i>	<i>March</i>	<i>June</i>
<i>To show status for....</i>	<i>Q1 Apr-Jun</i>	<i>Q2 Jul-Sept</i>	<i>Q3 Oct-Dec</i>	<i>Q4 Jan-Mar</i>
1. Improving Independent Living for Older People	Good	Good	Good	Good
2. Supporting Older People Leaving Hospital	Acceptable	Acceptable	Good	Good
3. Ensuring people have the right social services to meet their needs	Acceptable	Acceptable	Good	Excellent
4. Improving Outcomes for Looked After Children	Acceptable	Good	Good	Good
5. Education Attainment	Excellent	Excellent	Excellent	Excellent
6. City Regeneration and Development	Good	Good	Good	Good
7. Supporting young people into education, employment or training	Good	Excellent	Excellent	Good
8. Helping children have the best start in life	Excellent	Excellent	Excellent	Excellent
9. City Centre evening and night time economy a safer place	Good	Good	Acceptable	Good
10. Improving Outcomes for Youth Justice	Acceptable	Acceptable	Acceptable	Good
OVERALL	Good	Good	Good	Good

The overall assessment of progress towards achieving the Improvement Objectives set out in the plan is classed as 'Amber – Good.'

3. Outcome Agreements

Outcome Agreements are a set of measures and targets agreed with the Welsh Government that contribute towards their Programme for Government and that also align with the One Newport Single Integrated Plan. The five outcome agreements selected for the council to run between 13/14 and 15/16 are:

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This round of outcome agreements is focused on five outcomes and is scored out of 10. Points are allocated as follows: Fully successful – 2 points; Partially successful – 1 point; Unsuccessful – 0 points. Grant payments are allocated as follows:

Score	Grant
8-10	Full payment
6 or 7	75% payment
4 or 5	50% payment
Less than 4	No payment

Based on Q4 performance, the following points have been allocated:

Outcome Agreement	Assessment of Performance	Points awarded
1. Super Connected City	Fully Successful	2
2. Education	Fully Successful	2
3. Housing	Partially Successful	1
4. Youth Justice	Fully Successful	2
5. NEETS	Partially Successful	1
	TOTAL	8

4. Wales Audit Office Proposals for Improvement

Appendix three is an update on the proposals for improvement and Recommendations from the Wales Audit Office Improvement Assessment Letters, Corporate Assessment and other regulatory reports.

Risks

Each individual action in this report is subject to financial and risk assessment in its own right in accordance with council procedures

Risk	Impact of risk if it occurs (H/M/L)	Probability of risk occurring (H/M/L)	What is the council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk
That the council's plans and projects do not have the desired impact on the city	H	M	The council will assess the impact of its actions on an on-going basis and enable adjustments to actions and policies to be brought forward as the need arises	Project managers for individual action plans
That major impacts are not properly monitored due to faulty assessment of risk and/or impact	H	L	Quarterly reporting to cabinet, together with opportunity for scrutiny reviews will enable adjustments to monitoring regime to be implemented as the need arises	Project managers
That on-going monitoring impedes progress on project delivery	H	L	The assessment criteria for monitoring progress are designed to ensure monitoring is proportionate to impact and purpose. This will be reassessed as part of the on-going reporting process	Cabinet / Corporate Directors

Links to Council Policies and Priorities

The Improvement Plan is the annual delivery mechanism for ensuring that the commitments set out in the Corporate Plan are progressed. The report draws together the implementation and monitoring of key Council policies and has as its main purpose the establishment of a framework for ensuring that those key policies are moved forward and monitored in an appropriate way.

Comments of Chief Financial Officer

The financial implication of individual projects relating to the Improvement Plan are reported as part of the on-going medium term financial planning and budget monitoring processes and in that respect, having clear responsibility and accountability for delivering the projects and managing resources is key.

Comments of Monitoring Officer

The details set out in this report reflect the requirements of the Local Government Measure. The approach for monitoring progress against corporate priorities and strategies is consistent with the Council's performance management framework and risk management principles.

Staffing Implications: Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. The Improvement Plan 2014/15, gives clarity of vision which should help employees, managers and stakeholders understand our corporate priorities, how they are being assessed and what this means for individuals.

Comments of Cabinet Member

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

Background Papers

Council Report "Corporate Plan 2012-2017" (25/09/12)

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

Joint Meeting of Scrutiny Committees "Draft Improvement Plan Priorities 2014/15" (16/12/13)

Learning, Caring and Leisure Scrutiny Committee "Draft Improvement Plan 2014/15" (26/02/14)

Streetscene, Regeneration and Safety Scrutiny Committee "Draft Improvement Plan 2014/15" (10/03/14)

Community Planning and Development Scrutiny Committee Draft Improvement Plan 14/15 (12/03/14)

Performance Board, Draft Improvement Plan 14/15 (26/03/14)

Cabinet, Improvement Plan 14/15 (17/04/14)

Council, Improvement Plan 14/15 (29/04/14)

Cabinet Report Improvement Plan 14/15 Update for Q1 (08/09/14)

Cabinet Report Improvement Plan 14/15 Update for Q2 (08/12/14)

Cabinet Report Improvement Plan 14/15 update for Q3 (16/03/14)

Dated: 19th May 2015

Appendix 1.
Summary of Performance Q4 October - December 2014

1.Improving Independent Living for Older People

Overall Assessment this quarter – Amber – Good.

The majority of actions are on track and all measures are meeting targets, with only two actions assessed as amber. Good progress has been made in this area.

2. Supporting Older People Leaving Hospital

Overall Assessment this quarter Amber – Good

Actions are progressing well with only one action assessed as amber for Q4. Good progress has been made in this area.

3. Ensuring people have the right social services to meet their needs

Overall Assessment this quarter Green - Excellent

All actions and measures are on target, excellent progress has been made in this area.

4. Improving Outcomes for Looked After Children

Overall Assessment this quarter – Amber – Good. One action is slightly deviated from plan, and there are 2 measures slightly falling short of target. Generally performance has been good in this area.

5. Education Attainment (Also an Outcome Agreement)

Overall Assessment this quarter – Green – Excellent.

The majority of actions are on track, there was a slight dip in the performance of the 'Number of pupils achieving the Foundation Phase' indicator which missed target by only 0.5%; in this context, the Outcome Agreements is assessed as fully successful.

6. City Regeneration and Development

Overall Assessment this quarter – Amber – Good Some excellent progress has been made and mostly, actions and measures are on track. There is one red measure regarding people engaged in employment programmes which did not achieve target this year.

7. Supporting young people into education, employment or training

(Also an Outcome Agreement)

Overall Assessment this quarter: Amber – Good

8. Helping children have the best start in life

Overall Assessment this quarter: Green Excellent. We have come to this conclusion because all of the actions and measures for this Improvement Objective are on track.

9. City Centre evening and night time economy a safer place

Overall Assessment this quarter Amber - Good. One action is assessed as amber and there are two amber measures; one measure is falling significantly short of target at the end of Q4.

10. Improving Outcomes for Youth Justice (Also an Outcome Agreement)

Overall Assessment this quarter Amber – Good. Some actions and measures are slightly missing target; it should be noted that the Outcome Agreement assessment is based solely on the measure performance and in this context can be considered fully successful.

Appendix 2

2 Progress towards Improvement Objectives

In order to provide a more meaningful assessment of the progress of the Improvement Plan and enable more informed judgement to be undertaken, an overall evaluation of progress is made using the following criteria.

Status	Evaluated as	Explanation
Green	Excellent	All actions and measures are on track
Amber	Good	Actions and measures are on mostly on track, one or two falling marginally short of planned targets
Orange	Acceptable	Some actions and measures have deviated from plan and are some are falling short of planned targets
Red	Improvement Required	Actions and measures are of concern and are mostly falling short of planned targets

Improvement Objective 1 – Improving Independent Living for Older People

Lead Cabinet Member: Cabinet Member for Social Care and Well-being

Lead Officer: Head of Integrated Services (Social Care and Health)

Overall Assessment: Amber Good. The majority of actions are on track and all measures are meeting targets, with only two actions assessed as amber. Good progress is being made in this area.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
1.1 To deliver an integrated assessment process for older people in 2014/15	Action Plan agreed with Gwent authorities to deliver integrated assessment Current assessment processes undergone diagnostic to measure compliance with Ministerial guidance on assessment for Wales. Action plan outlines full compliance and implementation in Newport and Gwent region by March 2016.	The integrated assessment is based on outcome focussed practice and agreed outcome measures will be defined. This will improve person centred delivery models. During 2014/15 the integrated assessment has not been delivered so we cannot measure a positive difference	AMBER
1.2 To develop an integrated pathway for older people needing care and support in the community which develops early intervention models	Although it is too early to tell what success the programme will deliver in terms of quantitative results, initial data and feedback looks promising. Whilst early data indicates admissions to acute having reduced for the Practice, it is too early to say how much this can be attributed to the Pilot. However, positive outcomes have been achieved for individuals and a multitude of case studies have been	Mr D. Is an 85 yr old widower, living on his own with good family support. He lives in a Newport City home which has been fitted with a walk in shower, rails on the stairs, rail to back door and raised toilet seats on both up and downstairs toilets. His granddaughter is his main carer along with his son and	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>produced to support this. High level outcomes for some of the individuals helped to date include:</p> <ul style="list-style-type: none"> • 12 referred to Care and Repair for Aids and Adaptations • 11 referred to a befriending service • 4 referred for telecare • 23 received a benefit check and support with claiming various benefits (£77,649 obtained for successful applicants) • 3 received support in applying for a Blue Badge • 41 referred to Frailty • 8 referred to OT's for bathing and other aids • 4 referred to assessment for packages of care • 4 referred to other services such as Toenail Cutting <p>Despite the fact we are still collating qualitative and quantitative data in order to robustly analyse the success of the programme, what has been achieved to date cannot be underestimated, particularly in terms of bringing together teams from Social Care, Frailty, Acute and Community Services, Mental Health, GPs and the Third Sector, to develop a joint model for delivery of the Older Peoples Integrated Care Pathway. Key in ensuring success to date has been:</p> <ul style="list-style-type: none"> • Effective communication and engagement with all stakeholders 	<p>other family members who visit on a regular basis. He also has friends who pick him up and take him up the local club for social interaction.</p> <p>Mr D. has multiple medical issues affecting his mobility i.e. Heart and lung conditions in particular. He has had strokes in the past and currently suffers with lower back pains.</p> <p>With all the support and help he has Mr D is still very much grieving for his wife who passed away after having a fall in the garden, fracturing her hip and never really recovering. His main issue was related to his wife's fall, as she slipped on a build up of leaves in the garden. When the care facilitator discussed this in more detail, her fall was in part due to a very large tree that was on the public side of their back fence in the garden. On observing this tree on a sunny day it was obvious that when this tree was in full growth the overhang of branches spread right across his garden. Although Mr D said he was worried the same thing might happen to him as his wife, it was not just a safety issue but also one of preventing any daylight getting through properly</p>	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>from across the Health and Social Care spectrum</p> <ul style="list-style-type: none"> • Working directly with operational staff to understand current and future pressures in order to develop a pathway that mitigates these pressures and is fit for purpose moving forward – formulating a model of best practice which can be replicated elsewhere. • Putting the citizen at the heart of all change, to ensure that they receive the best outcomes possible. • Robust governance with senior representation from Health and Social Care – to drive the programme forward, acting as a point of escalation where appropriate 	<p>making his personal space very gloomy. Mr D's son was present on the Care Facilitators visit and confirmed that they had been trying to get this tree cut down since Mr D's wife had the accident which was over 12 months prior.</p> <p>At the time of the visit Mr D agreed for the Care facilitator to contact Age Cymru Gwent with the intention of carrying out a benefit check, applying for a blue badge and advice on a pendant alarm around the home.</p> <p>Outcomes</p> <p>The Care facilitator contacted the housing to request the tree be cut down due to safety issues. This was carried out within 2-3 weeks of making the referral and Mr D telephoned the clinic to speak to the Care Facilitator and thank him. He said he was very happy and that even his son had noticed a change in his mood. He was sitting out in the nice weather having lunch with his family and this had not happened before. He also said how bright it now was in his rooms and it has made him</p>	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		<p>feel a lot better in himself. (I believe that psychologically this tree was also a constant reminder of his wife's death and may have been a barrier to him dealing with his grief more positively).</p> <p>Age Cymru Gwent carried out a full assessment and applied for Attendance allowance, Blue Badge and also gave information re a pendant alarm to add to his safety around the home.</p> <p>This case has shown how inter agency working can bring about not just a physical and financial gain to some but also psychologically have a huge impact on how they feel. Mr D is a lot safer and happier in his home once again.</p>	
<p>1.3 To develop intermediate care style beds within the community setting. This is referred to as 'step down' and 'step up' beds. This will avoid people being admitted to hospital and can speed up discharge from hospital beds.</p>	<p>Hillside utilised as the pilot site, during last quarter utilised up to 6 beds. Development funded by Integrated care fund for revenue for pilot and capital funding for development of longer term beds. Capital funding applied to Parklands care home to refurbish for this type of service, work completed by 31/3/15. This now provides 10 step up/step down beds.</p>	<p>People who have utilised these beds have been able to discharge hospital in speedier way, have received a reablement style support and been supported to return to their own homes.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
1.4 To review all cases in frailty within the six weeks allocated to ensure there is always capacity available for new cases to benefit from this form of support.	<p>The capacity for reablement based home care has been maintained which is delivered to optimum levels by people being discharged from the service within 6 weeks.</p> <p>At the year end point the longest case outstanding for review and discharge was 12 weeks, so there is some level of under-performance at year end. This is significantly better than 2013/14 but illustrates there is still further work to do next year.</p>	<p>By maintaining capacity for the service we can reable more people being discharged from hospital and also for people avoiding admission to hospital.</p> <p>The service has reabled 58.06% of the people having a frailty service, this was above target and ensures a higher proportion of people are retaining independence. We would not achieve this without maintaining capacity within frailty.</p>	AMBER
1.5 To continue to promote telecare to support independent living in the community.	The number of people in receipt of telecare has performed above target to total 732 by the year end. This is showing real success in promoting and providing telecare solutions and thereby supporting independent living.	100% of service users surveyed said the service met their needs.	GREEN

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
1a. Percentage of reablement cases reviewed within 6 weeks/reablement intervention	58.06%	55%	N/A
1b. Number of people in receipt of a telecare installation	732	366	281
1c. Telecare survey - % of service users who said the service met their needs	100%	92%	90%
1d. Telecare survey -% of service users satisfied with the service and equipment	96.55%	92%	90%
1e. No package after frailty intervention	64.7%	62%	60.07%

Improvement Objective 2 – Supporting Older People Leaving Hospital

Lead Cabinet Member: Cabinet Member for Social Care and Well-being

Lead Officer: Head of Integrated Services (Social Care and Health)

Overall Assessment: Amber - good. Actions are progressing well with only one action assessed as amber for Q4. Good progress has been made in this area.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>2.1 The current social care hub management of hospital discharge arrangements will be further developed to link jointly with the hospital discharge arrangements at the Royal Gwent Hospital.</p>	<p>The pilot for single referral was extended for the social care hub and now works across all wards at RGH. This is regularly monitored</p> <p>Planning meetings in place with frailty, hospital social work, OT and discharge liaison at RGH to develop –</p> <ul style="list-style-type: none"> • Discharge to assess arrangements • Single referral point for hospital discharge linking frailty and social care and OT duty arrangements <p>Examine contracting of third sector services to ensure this compliments delivery of effective discharge process</p> <p>The arrangements have improved DTOC management significantly during the year.</p>	<p>We achieved 5.37 per 1000 of the population being delayed for discharge for social care reasons.</p> <p>Simply we are ensuring that less people are waiting for discharge during 2014/15. This ensures people do not stay in hospital any longer than necessary.</p>	<p>GREEN</p>

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>2.2 To develop further the supply of longer term nursing beds for older people with dementia and long term residential care beds for individuals with dementia. This will require a regional approach to market development based on the level of capital expenditure required in this sector.</p>	<p>Welsh Government formed a working group to look at this issue Nationally, representation on this group from Director Caerphilly Social Services</p> <p>Market position statement completed for adult social services and. This will inform the market of where demand exists and what supply is required.</p> <p>Further care homes introducing third party top up charging which is further cutting down on choice for people choosing long term care options.</p> <p>Legal Challenge placed by care home owners to Welsh NHS and social services on the approach to free nursing care funding. Local Authorities responding on a joint basis to this matter. Likely to impact on financial modelling in future based on decision. Currently this is subject to appeals process.</p>	<p>Will improve choice for citizens if further supply available in 2.Newport.</p>	<p>AMBER</p>
<p>2.3 We have drafted a market position statement that outlines the need for the long term care sector to deliver more dementia based supply.</p>	<p>Completed</p>	<p>Will improve choice for citizens if further supply available in Newport.</p>	<p>GREEN</p>
<p>2.4 To develop intermediate care style beds within the community setting. This is referred to as step down and step up beds. This will avoid people being admitted to hospital and can speed up discharge from hospital beds.</p>	<p>See 1.3</p>	<p>See 1.3</p>	<p>GREEN</p>

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
2a. Delayed Transfers of Care	5.37 per 1,000	6 per 1,000 (G)	11.51 per 1,000 (G)
2b. No of hospital discharge social work assessments are completed per annum	1297	360 (G)	n/a
2c. No of step down beds available	28	7 (G)	n/a
2d. % of people whose needs were met to their satisfaction following a planned discharge from hospital and needing social care support	92%	70% (G)	n/a
2e. No of people fully reabled to independent living	371	210 (G)	292 (G)

Improvement Objective 3 – Ensuring people have the right social services to meet their needs

Lead Cabinet Member: Cabinet Member for Social Care and Well-being

Lead Officer: Head of Integrated Services (Social Care and Health)

Overall Assessment: Green - excellent. All actions and measures are on target, excellent progress has been made in this area.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
3.1 Dedicated care plan review staff to ensure consistency of approach, continue to organise review and assessment as dedicated functions.	Review team in place but still evidence of longer term assessment work undertaken in the team, cases being held for too long a period for a review type function. However, dedicated staff are in place and during quarters 3 and 4 we have staff directed to review type activity, eg specific staff for reviewing in care homes, specific staff reviewing low level community support. Review volumes completed in quarter 3 and 4 are higher than at the same point last year.	77.9% of reviews were completed during the year. This was over the target we had set and continues our improvement. By reviewing cases in a more timely way we can ensure we support peoples care needs and avoid periods of crisis for people as needs change. This ensures we become less reactive and more proactive in our approach.	GREEN
3.2 Clarity to all adult social care staff on data requirements to ensure performance is recorded appropriately.	Performance targets set for adult services and reported per team. Administrative support identified to cleanse data on reviews so all client records correctly reported Workshops held in December 2014 to examine all current systems linked to client recording and to develop effective systems-linked to new ways of working project	Will ensure improved data management.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	Outcome of workshops to make amendments to current system to ensure efficient processes. To clarify data compliance requirements for all adult service staff.		
3.3 We are planning to re-organise the Review team to ensure long term care reviews are prioritised.	See 3.1	See 3.1	GREEN
3.4 Quality assurance staff to monitor team and individual review performance levels and ensure quality is maintained.	Activity in place via the quality assurance panel process	Activity in place via the quality assurance panel process	GREEN

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
3a. SCA/007 Care plan reviews	77.9%	75% (G)	65% (G)
3b. % of people in receipt of services who have had a delay in having a review	22.1%	25% (G)	35% (G)
3c. Survey – people who feel their views and opinions were considered	92.1%	70% (G)	n/a

Improvement Objective 4 – Improving Outcomes for Looked After Children

Lead Cabinet Member: Cabinet Member for Education and Young People and Cabinet Member for Skills and Work

Lead Officer: Head of Children and Family Services

Overall Assessment: Amber – Good. One action is slightly deviated from plan, and there are 2 measures slightly falling short of target. Generally performance has been good in this area.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
4.1 Support the Children in Care Council to represent looked after children and better hold services to account	The CiCC have met on a regular basis. They were able to recruit a few more young people to sit on this group. A decision has been made to move to a One Children’s Newport Group. There have been some issues with moving this One Newport Group forward but this is being progressed. There has currently been more interest from young people in wanting to be part of the CiCC all enquiries are being followed up with a visit from one of the coordinators of the CiCC.	Looked after children and care leavers are able to better express their views on the services they receive and how well they perform.	AMBER
4.2 Increase the Work Based Learning Programme for looked after children within Newport City Council and look at apprenticeship opportunities	Young people are liaised with about their wishes in respect of work experience options. When a specific request is made attempts are made to identify a suitable placement to meet this request. Additional support is utilised when necessary and appropriate to support young people on work experience.	Looked after children and care leavers are supported to develop workplace skills so they are prepared for the future in order to become successful fulfilled members of society.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>4.3 Increase the placement options for looked after children and young people and better prepare them for independence</p>	<p>The Welsh Government has been drafting a policy which will allow young people the option of remaining in foster care post 18.</p> <p>A foster carer forum has been held which was attended by Cabinet Member Head of Service and Service Manager allowing the foster carers direct access to advice support and the opportunity to discuss issues of concern and hopefully feel better supported in caring for children and young people.</p> <p>Matching and Placement support team has drawn up and executed a schedule of training with foster carers to meet their training needs.</p> <p>Team Manager 16+ has attended the foster carer training program specifically for caring for older young people to look at developing independent living skills.</p> <p>MAPS has also offered attachment theory training at level 1 +2.</p> <p>MAPS has supported foster carers by setting up a support group for carers for the under 5's.</p> <p>Housing has provided two-2 bedroom flats which has given an alternative option than young people having to be placed in B+B whilst they await their own tenancy.</p> <p>Corporate Parenting Forum will be looking to consider new ways of preparing young people for independence in relation to managing finances and taking on responsibility for their future.</p> <p>Work is planned to implement the When I Am Ready scheme. We have a draft policy in place and we will work with carers who are able and willing to offer this option to allow young people to remain in foster care post 18.</p> <p>Foster Carer Forum</p>	<p>Looked After children experience good quality placements where they feel safe valued and cared for by excellent carers. They and their carers can access therapeutic support via the Matching and Placement Support Team who will work closely with the child and carer to support and stabilise placements.</p> <p>Young people who leave care can access safe and appropriate accommodation and sufficient support that enables them to move gradually into independent living.</p> <p>Children and young people have a variety of placement options available to meet needs.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
4.4 Look at options for on-going tenancy support	Young people have options in respect of supported housing, hostel accommodation, independent living and shared housing options according to their assessment of need and risk assessments. My-Pad courses are on offer to enlighten young people about the obligations whilst having their own tenancies and the pitfalls if they fail to adhere to expectations. Gwalia offer tenancy support for young people to access and a similar service is available from Llamau with floating tenancy support services which have previously been well received by young people.	Young people have a variety of options to consider according to their needs. Bed and Breakfast accommodation is only used in extreme cases where there is no other option. When young people are placed in emergency B+B accommodation every effort is made to offer them an alternative placement within 4 weeks.	GREEN

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
4a. Number of young people on work based learning programme at Newport City Council (data supplied by People and Transformation)	5	5 (G)	3 (G)
4b. Number of tenancies established in year with NCH for Care Leavers (annual measure)	9	5 (G)	7 (G)
4c. SCC/024 - % PEP's in place within 20 days of starting school	88.7%	90% (A)	95.3% (A)
4d. SCC/004 Stability of placements	8.5%	9% (G)	10.9% (G)
4e. SCC/033e) - Care leavers who are in suitable accommodation	90.9%	95% (A)	100% (A)
4f. SCC/033f) - Care leavers who are in Education, Training or Employment	63.6%	55% (G)	51.9% (G)

Improvement Objective 5. - Education Attainment

Lead Cabinet Member: Cabinet Member for Education and Young People and Cabinet Member for Skills and Work

Lead Officer: Head of Education

Overall Assessment: Green - Excellent.

Outcome Agreement Assessment: fully successful 2 points

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status															
<p>5.1 Whole system review of behaviour provision, implement the findings and monitor the outcomes, i.e. reduce permanent and fixed term exclusions, and improve the educational experience for the pupils, to ensure the graduated response is understood by all stakeholders.</p>	<p>A review of behaviour provision took place across the city. The provision for secondary Social, Emotional and Behavioural Difficulties for secondary aged pupils was highlighted as priority for improvement. Work is underway to improve this provision (working with key partners e.g. Managed Move Panel, Secondary SEN Learning Resource Bases and the LA).</p> <p>Permanent and Fixed Term exclusion data was broken down to determine which schools require the greatest level of challenge and support to reduce exclusions</p> <p>Bi annual link meetings with the Curriculum Improvement Advisor and secondary inclusion managers focus on attendance and exclusion data and how to improve these performance</p>	<p>The table below illustrates the reduction in exclusion (with the exception of secondary permanent exclusions which have remained the same). To date, primary days lost to fixed term exclusions have decreased by 177.5 days (68.5%). Secondary days lost to fixed term exclusions have decreased by 144.5 days (9.7%).</p> <table border="1" data-bbox="1184 1035 1888 1369"> <thead> <tr> <th></th> <th>14/15</th> <th>13/14 (up to March)</th> </tr> </thead> <tbody> <tr> <td>Primary Perms</td> <td>0</td> <td>2</td> </tr> <tr> <td>Secondary Perms</td> <td>4</td> <td>4</td> </tr> <tr> <td>Primary days lost to fixed exclusions</td> <td>81.5</td> <td>259</td> </tr> <tr> <td>Secondary days lost to fixed exclusions</td> <td>1350</td> <td>1494.5</td> </tr> </tbody> </table>		14/15	13/14 (up to March)	Primary Perms	0	2	Secondary Perms	4	4	Primary days lost to fixed exclusions	81.5	259	Secondary days lost to fixed exclusions	1350	1494.5	<p>GREEN</p>
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Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>measures. The discussions led senior managers to adjust school sanctions and re-develop the number of days lost to fixed term exclusions.</p> <p>Learning Support Centre leads meet with AEN staff once a half term to discuss complex pupils and how to prevent exclusions.</p> <p>Managed Move protocol has been updated (including referral forms). The agenda includes the opportunity to consider 'at risk pupils' moving towards exclusion (giving the panel an opportunity to support / advice).</p> <p>The Llanwern High Resource Base has been reconfigured. The Partnership Agreement (SLA) is due to go to the Llanwern Governing Body for approval.</p>		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
5.2 Continue to improve the educational outcomes for pupils in the vulnerable groups.	<p>The LA and EAS have worked in partnership to create aspirational targets for all pupils at all Key Stages. This has a specific focus around closing the gap between those pupils entitled to Free School Meals and those not</p> <p>SEN Statutory Assessment letters and parental information has been revised. SEN Officers have continued to support 90% of school transfer meetings</p> <p>LA Inclusion staff continues to meet with EAS Challenge Advisers colleagues to consider how best to work together to support vulnerable groups of learners.</p> <p>The EAS has completed a core spring visit in all Newport schools based around 'the provision for vulnerable learners'. The link visit looked at the suitability of teaching and learning, the learning environment and standards achieved by pupils in vulnerable groups.</p>	<p>The impact of actions will not be available until the end of the academic year, although progress towards targets show :</p> <ul style="list-style-type: none"> • A 1% improvement for eFSM learners in the Foundation Phase Indicator. The gap between eFSM and non-FSM pupil is smallest here. • A 6% improvement for eFSM learners at KS2 Core Subject Indicator • A 10% improvement for eFSM learners at the KS3 Core Subject Indicator • A 2.9% increase for eFSM learners at Level 2 Inclusive. <p>Please note that eFSM eligibility was set on date of January PLASC; therefore variations in progress towards targets are often a result of changes in eFSM pupil cohorts</p>	GREEN
5.3 Monitoring the impact of the EAS on achieving targeted pupil outcomes in partnership with the Local Authority (LA) and schools.	All Quality Assurance forms have been revised (to improve QA process and accountability). QA has taken place on a monthly and termly basis with the Principal Challenge Adviser and the	<p>School Progress Towards Target Data shows that performance is generally on track and that the majority of learners will meet their expected levels.</p> <p>Impact data will be available at the end of the academic</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>Deputy Chief Education Officer.</p> <p>The Service Area ensured that all Intervention Plans (for schools requiring additional levels of support) were formally signed off by the Chief Education Officer and the Cabinet Member. The EAS prepared the Intervention plans with schools in order to address pupil outcomes, ensuring that the appropriate type of brokerage, intervention and support was given to schools with the greatest level of need.e.g. Intense English / literacy support.</p> <p>The EAS completed a spring core visit in all Newport schools focussing on 'the provision of vulnerable learners'. The visit identified next steps and recommendations for individual schools to address.</p>	year.	

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

ANNUAL MEASURES (preliminary data available)

Measure	Actual 14/15 (AY 13/14)	Target 14/15 (AY 13/14)	Previous Year (AY 12/13)
5a. Number of schools achieving full spend SEG	91.67%	90% (G)	80% (G)
5b. Number of schools achieving full spend PDG	96.55%	95% (G)	85% (G)
5c. Number of days lost to fixed term exclusions in secondary schools	2115	2480	2486

Measure	Actual 14/15 (AY 13/14)	Target 14/15 (AY 13/14)	Previous Year (AY 12/13)
5d. Attendance levels primary school EDU/016a	94.2%	93.6% (G)	93.0% (G)
5e. Attendance levels secondary schools EDU/016b	92.9%	92.1% (G)	92.1% (G)
5f. Number of pupils reaching expected level at the end of Key Stage 3 EDU/004	77.1%	76.5% (G)	78% (A)
5g. Number of FSM pupils achieving the expected Core Subject Indicator at KS2	73.1%	73% (A)	n/a
5h. Number of pupils achieving the Foundation Phase Indicator	87%	87.5% (A)	87.3% (A)
5i. Leavers without qualifications EDU/002i	0.3%	0.5%	0.6%
5j. Number of Pupils achieving Level 2 Inclusive Threshold EDU/017	52.8%	52.2% (G)	51.3% (G)
5k. Number of pupils gaining KS2 Level 4+ English in Teacher Assessment	89.6	89.5% (G)	n/a
5l. Number of pupils gaining KS3 Level 5+ English in Teacher Assessment	83.7%	83% (G)	n/a

Improvement Objective 6. – City Regeneration and Development

Lead Cabinet Member: Cabinet Member for Regeneration and Development and Cabinet Member for Skills and Work

Lead Officer: Head of Regeneration, Investment and Housing

Overall Assessment: Amber – Good. Some excellent progress has been made and mostly, actions and measures are on track. There is one red measure regarding people engaged in employment programmes which did not achieve target this year.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
6.1 Vibrant & Viable Places Year 1	<p>Full expenditure of Year 1 allocation (£6.9m) invested into Newport. A number of projects have commenced with the first two VVP projects in Wales completed, including:</p> <ul style="list-style-type: none"> • Commencement of 60-bed Premier Inn hotel • Redevelopment of King's Hotel into 30 market homes • Commencement of affordable housing schemes with Seren, delivering over 70 new affordable homes in the city centre • Refurbishment of the Citizen's Advice Bureau <p>New Education and Training Centre in Pill Millenium Centre</p>	<p>The VVP Programme is premised on returning vibrancy to the city centre by providing new jobs and quality living accommodation.</p> <p>In partnership with the Seren Group, the programme will significantly increase the supply of quality affordable housing in the city centre, in line with assessments of housing need.</p> <p>The new Education and Training Centre will now be the main base for linking people in the work programme to the employment opportunities being generated by Friar's Walk.</p> <p>The programme will also generate jobs, both as a result of attracting new investment and in the construction industry.</p>	GREEN
6.2 Business Improvement District – Work with businesses in	The BID vote took place during November / early December with the result declared on	The creation of the BID will empower city businesses and enable them to play an	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
<p>Newport to establish a Business Improvement District through a successful ballot</p>	<p>the 4th December 2014. The vote was successful with 88% of traders voting in favour.</p> <p>Preparations have been made by the BID steering group (Newport NOW) for the launch in April 2015. A number of working groups have been be set up to examine a number of actions within the city centre</p> <p>The BID, which will be a not for profit company is funded by businesses through a small levy. The levy amount is calculated using the rateable value of a business unit. This will be set at 1.25% in Newport city centre.</p>	<p>active part in the regeneration of the city centre.</p> <p>The main aims of Newport Now, the Newport BID are -</p> <ol style="list-style-type: none"> 1) Enhancing Newport's image and its reputation as a place to visit and invest in. 2) Improving safety and security for visitors, employees and businesses. Creating a more welcoming city centre and reducing anti-social behaviour. 3) Increasing footfall and spend by delivering a targeted marketing campaign and a programme of promotional events. 4) Creating a more attractive environment by tackling 'grot spots' and enhancing gateways. 5) Reducing costs for businesses by collectively purchasing services such as utilities, stationery and recycling. 6) Strengthening the voice of the business community on matters important to us: we will give businesses a real say on the future of our city centre. 7) Attracting funding from other sources. 8) Ensuring all services are additional to those already provided by the council and 	

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		the police.	
6.3 Regeneration Strategy and redesigning of new Regeneration Team model to deliver the strategy through its implementation period	The appointment of a new Head of Service has resulted in the movement of the deadline for the new team structure and delivery of the strategy. The timetable for the completion of the strategy is as follows. IDB – May & June Scrutiny Committee – July Full Council - September		AMBER
6.4 To continue to secure external funding for Regeneration programmes such as the continued redevelopment of the fourteen locks system and identification of a project to work with the Heritage Lottery Fund.	An application for £430,000 of funds from the EU Rural Development fund has for Marshfield, Llanwern, Langstone, Caerleon and Graig wards has been submitted. £38,200 of WG Town Centre Partnership money has been secured for Maindee Stage 2 business plan on 2 ESF projects targeting NEETS and young people at risk of becoming NEETS Developing stage 1 ESF Business Plan looking at basic skills in the workplace (up skilling).	£10,294,099 of additional funding has been spent in Newport through external funding sources. This has also unlocked addition match funding from private sources. An action plan has been produced for Maindee through the Maindee Town Centre Partnership that will look to address key issues for residents and businesses in the area. The ESF project will reduce the numbers of NEETS and those at risk of becoming NEETS in Newport.	GREEN
6.5 Completion of Pill Framework	The Pillgwenlly Regeneration Framework has been completed with all targets achieved.	£6.7 million of additional funding has been invested into the Pillgwenlly area which has enable 18 commercial properties to be improved, the creation of a new training facility and improved connections between Pillgwenlly and the City Centre. The project has improved access to services for local residents and provided a valuable training facility.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		Further private sector investment as a result of the ERDF investment in the area which provided further services such as an expanded pharmacy for the community.	
6.6 Business Support	<p>898 businesses have received assistance in the form of finance or advice by the team during 1014/15</p> <p>16 UK Steel Start Up grants were approved to the value of £14,013. 2 Loans were approved to the value of £10,823.</p> <p>A rates relief scheme was been implemented for the current financial year. Businesses employing less than 50 people within the BID boundary were invited to apply. 39 qualifying applications were received from businesses who received a 40% rate reduction totalling £157,889.27.</p> <p>69 Superfast Broadband Vouchers were issued to businesses up to the end of March enabling them to connect to superfast broadband. The geographical area for the scheme has expanded to include Torfaen, Blaenau Gwent and Monmouthshire.</p>	<p>898 businesses have benefited from assistance from Newport City Council through its various initiatives.</p> <p>It is estimated that 414 Jobs have been created and a further 1422 safeguarded.</p>	GREEN
6.7 Work Based Learning Academy (WBLA) / Skills	<p>Engaged 743 people into training and employment related activity. Successfully implemented a community benefit programme into the Local Authorities procurement processes. Working with the VVP team to deliver community benefit to the programme.</p>	<p>608 people have been supported from benefit into full time employment. Community benefit created more accessible opportunities for people to improve skills and find employment.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
6.8 Continue to develop new and innovative large scale energy improvement work with energy companies and Welsh Government	<p>Engaged 743 people into training and employment related activity. Successfully implemented a community benefit programme into the Local Authorities procurement processes. Working with the VVP team to deliver community benefit to the programme.</p> <p>During quarter 4 of the financial year the Welsh Government released funding that had been held for use with Energy Company Obligations allowing Newport City council to complete the anticipated schemes for 2014 / 2015</p>	<p>608 people have been supported from benefit into full time employment. Community benefit created more accessible opportunities for people to improve skills and find employment.</p> <p>The work will have created warmer homes and also reduced fuel bills to the point of ensuring the residents will not fall into Fuel Poverty.</p>	GREEN

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
6a. VVP- Increase in city centre housing	16	13 (G)	n/a
6b. Provision of coherent business support	898	500 (G)	n/a
6c. Number of people engaged in employment programmes	746	1000 (R)	1302(R)
6d. Number of people supported into employment	608	600 (G)	612 (A)
6e. Number of homes benefitting from improved domestic energy performance measures	161	150 (G)	300 (R)

Improvement Objective 7 – Supporting young people into education, employment or training

Lead Cabinet Member: Cabinet Member for Skills and Work
 Lead Officer: Strategic Director – People
 Overall Assessment: Amber - Good
 Outcome Agreement Assessment: partially successful 1 points

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
7.1 Implement the Youth Engagement and Progression Framework (YEPF)	YEPF action plan completed, submitted to WG and agreed by WG. Awareness raising of YEPF with all partners (event held with over 120 delegates) Reduction in the numbers of young people not in education, employment or training agreed as an Improvement Plan Priority. Review of all Secondary Schools panels completed. Review of early identification processes and systems across Secondary Schools completed. Review of Year 12 and 13 provision and systems across Secondary Schools and Coleg Gwent completed. Mapping of provision completed. Event held to match young people not engaged with opportunities. Development of 16-18 practitioner forum to reduce the number of young people not in education, employment or training.	Reduction of number of young people not engaged in education, employment or training. Young people at risk identified earlier so more targeted support can be put in place. Less duplication of work with young people. More young people worked with due to information sharing.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>Process put into place with all Secondary schools for early identification.</p> <p>An YEPF Officer in place for data analysis.</p> <p>Work with local Training Providers to ensure schools are working with them in a coordinated way to ensure Year 11 pupils are aware of all options available to them.</p> <p>Information Sharing Protocol written and returned to Quality Assurance by WASPI.</p> <p>School destination visits to be carried out with work around young people who are NEET.</p> <p>Data analysis carried out for tiers 1-4 with further work on tiers 2 and 4.</p> <p>Work begun on the ESF bid in partnership with 3 other Local authorities.</p> <p>Further work with Heads of 6th form, Coleg Gwent and CW to ensure young people in tier 4 are worked with.</p> <p>Review alternative education provision for Pre 16 to ensure it is of an appropriate standard and progression opportunities are in place. This will be done with the EAS.</p> <p>Embed employability within the work of schools with young people. This will begin with the Education Business Group that has been set up.</p> <p>Undertake a gap analysis of provision to inform future planning after a full comprehensive mapping exercise.</p>		
7.2 Deliver the Narrowing the Gap – Children and Young People’s Skills Project through Families First	361 individual young people were supported by the project between January-March	Full year target of 852 young people supported in 2014-15, with and actual of 1145 young people supported via the Children and Young Peoples strand.	GREEN
7.3 Embed the Work Based	Worked with LSB partners such as Seren	Supported 586 young people to apply for	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
Learning Academy as a portal for young people to access work experience, training and employment with public sector organisations	Group, NCC, ABHB to offer entry level work experience and employment opportunities. Developed the WBLA with local private sector businesses to support their recruitment needs. Such as BT, Whitbread Group, Griffin Communications and Green Deal.	opportunities created by the WBLA. Supported 133 young people to find full time employment.	

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
7a. Number of families accessing Family Skills Project	374	260 (G)	219 (G)
7b. Number of young people accessing Children and Young People's Skills Project	1145	852 (G)	1373 (R)
7c. Number of enrolments on basic skills courses	455	488 (A)	490 (A)
7d. Number of entrants into work based learning academy	586	480 (G)	160(G)
7e. Retention rate for enrolments on accredited Basic skills courses	73.2%	80% (A)	80.6% (A)
7f. Achievement rate for enrolments on accredited Basic skills courses	67.7%	65% (G)	58.4% (G)
7g. Retention rate for learners on community learning courses (excluding basic skills)	90.6%	90% (G)	90.1% (G)
7h. Achievement rate for enrolments on community learning courses (excluding basic skills)	93.4%	80% (G)	79.1% (G)
7i. % of year 11 NEETS	4.8%	4.8% (G)	4.9% (G)
7j. % of year 13 NEET	6.2%	7% (G)	5.1% (R)
7k % of 16-18 year olds not in education, employment or training (October)	10.8%	11% (G)	8% (R)
7l. Number of graduates from Work Based Learning Academy progressing to further opportunity (six months paid employment placement)	133	80 (G)	37 (G)

Improvement Objective 8 – Helping children have the best start in life

Lead Cabinet Member: Cabinet Member for Leisure and Culture

Lead Officer: Head of Regeneration, Investment and Housing

Overall Assessment: Green Excellent. We have come to this conclusion because all of the actions and measures for this Improvement Objective are on track.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

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Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
8.1 To continue to offer every family a parenting programme either within the home or via a group session every 12 months	Delivered a min of 15 groups per term a increase from 13 groups per term last year. Delivered 125 packages of support within the home. Delivered a pilot in Bettws of the STEPS programmes for first time in term 3 with good results. This is going to be delivered in Malpas in Summer term. We have been part of joint initiative in Moorland/broadmead to deliver Parent/child sessions with Families First and C1st	Parents now have access to Nurture, Incredible Years Infant and Toddler group courses. PAFT and Nurture in the home. New for 14/15 we are now able to deliver a speech package in the home as all FIDOs have now received EKLAN training. As we have seen increased engagement with families this has lead to increase uptake of places in groups. In some areas such as Maindee we have needed to put on extra groups to meet demand.	GREEN
8.2 Through home and group intervention increase the completion rate of identified parenting programmes both within the home and via group intervention.	Over the year the number of parents completing has not increased but numbers attending 50% has increased. 422 started a parenting programme group 332 completed 50% and 226 completed programme.	Parents more able to parent their child effectively. Parents have also been sign posted to other F/S groups e.g Tiny Talkers a speech and language group. We have also signposted to other c1st and Families First groups and activities.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
8.3 In partnership with health visitors and family support workers support / encourage parents to access the 12.5 hours of free childcare element for children aged 2 (the term after their 2nd birthday).	Support provided by FS staff in childcare setting. Support also provided by Health visitors. Revised criteria for recording authorised and un-authorised attendance. 460 spaces available - 100% fully taken up (N.B – this is for the academic period April to Sept 2014). Welcome meetings are being offered to families to inform them of the Flying Start entitlement prior to engagement as a multi-agency approach including health to increase the take up. Team Leaders from NCC are also attending Health meetings to improve communication and	Welcome meetings are being offered to families to inform them of the Flying Start entitlement prior to engagement as a multi-agency approach including health to increase the take up. Open days at settings are held and leaflets are distributed to families.	GREEN
8.4 Within individual childcare settings and via multi agency family support/encourage parents to enrol children aged 2 (the term after their 2nd birthday) to access increased hours of free childcare up to a maximum of 12.5	Transition – The FS intensive health programme incorporates 15 visits from the health team to each family prior to eligibility to access childcare. Packages of support are also provided to families prior to eligibility to access childcare. Family Information Service (FIS) also signpost and direct families to FS provision. Multi-agency welcome meetings are held at every FS setting to which all prospective families are invited to attend. Questionnaires are provided to all families to enable FS to identify any barriers to accessing the childcare entitlement and support.	An attendance procedure is fully implemented and families are contacted if they do not attend their entitlement they are also offered increased entitlements periodically throughout the year if they do not take up the initial entitlement of 12.5 hours.	GREEN
8.5 Increase the percentage of Flying Start parents that report an improvement in their ability to support their children after attending a language and play session	94% have reported improvements, and although last year 100% reported improvements we have hugely increased the number of completed evaluations from 72 to 139 this is a significant increase.	By coming to LAP sessions parents are getting involved in education of their child at a very young age. Parents give chance to complete OCNs as part of LAP so improving basic skills of parents and encouraging further study and chance to gain	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
		qualifications. This in turn will improve chance of employment.	
8.6 Increase the number of language and play sessions available to parents	We now have 8 Tiny Talkers groups running, new groups this year in Moorland, Always and Ringland. Plan to start a new Tiny Talkers group in Somerton in May. Work has been continuing this term to recruit for new group Chatty Children which will start in 2 pilot areas (Malpas and Always) in April. We have also increased number of LAP places in playgroup from 268 term1 to 459 term 3.	We are now able to support children with language difficulties at a much earlier age and also from 9 mths we are able to teach parents how to support their child's speech development. This leads to fewer problems for the child and reduces the need for referral to specialist services.	GREEN
8.7 Ensure 100% of children accessing free childcare have Schedule of growing skills assessment undertaken prior to entry to childcare and exit	In order to access the Flying Start childcare entitlement, each child must have had a SOGS assessment at age 2 years. The on year average completion of this compared to the number of children expected to take up the childcare entitlement was 85% - This figure is due to the number of families who move out of FS eligible postcodes mid-way through their entitlement.	Children cannot access the childcare entitlement unless they have a SOGS assessment 100% of two years olds accessing childcare have SOGS assessments at two and three unless they transfer out of area.	GREEN

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
8a. The number of newly eligible children that take up their childcare entitlement as a percentage of the health visitors caseload	88.1%	75% (G)	n/a
8b. The number of parents completing each Family Links course within Flying Start areas	66.9%	65% (G)	n/a
8c. Percentage of families that take up their full entitlement of 12.5 hours of free childcare	88.7%	60% (G)	n/a
8d. Percentage of families that have shown an improvement in their TOPSE scores following completion of PAFT during the term	89.5%	65% (G)	n/a
8e. Percentage of parents who report their children have improved language skills, social and emotional development (per term as child leaves)	96.8%	65% (G)	n/a

Improvement Objective 9 – City Centre evening and night time economy a safer place

Lead Cabinet Member: Cabinet Member for Regeneration and Development

Lead Officer: Head of Regeneration, investment and Housing

Overall Assessment: Amber - Good. One action is assessed as amber and there are two amber measures; one measure is falling significantly short of target at the end of Q4.

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

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Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
9.1 Identify reasons for current perceptions of the city centre from the day to night transition and engage stakeholders in helping to identify the solutions (year 1). This will include a survey of residents and businesses	Traders voted in favour of establishing a Business Improvement District. Engagement with the businesses has provided some insight into issues relevant to this Improvement Plan objective. The Citizen’s Panel questionnaire in January 2015 showed that 26% of panel members feel safe in the City Centre at night, a slight increase compared to the previous result.	Ensure the appropriate actions are taken that reflect the views of key stakeholders. Limited resources are focussed on things that will make a difference.	GREEN
9.2 Develop a vision for the city centre’s early evening and night-time economy (year 1)	Work has progressed on setting in place a City Centre Strategy Team and an associated officer Working Group. The Cabinet Member for Regeneration and Development, and the Cabinet Member for Licensing have discussed their aspirations for the City Centre. Work is advanced on finalising a Parking Strategy for the City Centre.	Provide clarity of vision and focus actions in a strategic direction. Ensure a co-ordinated approach.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
9.3 Undertake a gap analysis, self-assessment against good practice standards, including identification of funding opportunities and lead officers (year 1)	<p>A gap analysis was undertaken by Public Protection officers and Police Officers and the findings discussed at the strategic City Centre Management group to identify quick wins e.g. lighting, licensing of open spaces, planning a calendar of all year round (community) events in the city centre to increase foot fall.</p> <p>Work is advanced on finalising a Parking Strategy for the City Centre.</p> <p>The Business Improvement District work has highlighted opportunities for improvements to parts of the City Centre.</p>	Build a coherent response to City Centre early evening and night-time issues with a viable action plan. Limited resources are focussed on things that will make a difference.	GREEN
9.4 Use planning policies to enable the residential conversion of vacant upper floors above shops and to free-up restrictions on vacant shops (years 1 and 2)	<p>The Local Development Plan has been found sound at examination and has been adopted by Council.</p> <p>A proposed Local Development Order (LDO) is being developed for the City Centre. It has been approved by Cabinet Member for consultation, which has commenced in April 2015 with a view to it being in place by June 2015.</p> <p>A number of residential units in the City Centre have been approved, however a delay with one large scheme (Zanzibars, Stow Hill) means the target of approving 70 units was not achieved.</p> <p>Vibrant and Viable Places projects progressed on target with a number of planning permissions approved by year end.</p>	<p>Increased City Centre footfall and 'natural surveillance' from more people living in the City Centre will help reduce crime and fear of crime.</p> <p>Having fewer empty shops will improve the appearance of the City Centre.</p> <p>Having more businesses and residents will encourage more customers into the City Centre, creating a positive cycle of growth.</p>	AMBER

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
9.5 Carry out effective licencing and enforcement (years 1 and 2)	<p>6 Joint City Centre inspections where carried out by both the Police and Council licencing teams. The visits tackled a number of different issues, from using a drug dogs in the city centre premises, to taxi safe operations and compliance checks.</p> <p>All 108 City Centre premises where visited and inspected by the licensing authority. 24 of the 108 City Centre premises visited had Significant Breaches- all were rectified.</p> <p>635 Taxi have been randomly checked by the Licensing Authority over the last 12 months, approximately 42% (266) of these vehicles where checked at late night operations, other inspections where taken during office hours.</p>	More collaborative work with Licensing Act “responsible bodies” and a higher level of compliance with Licensing legislation.	GREEN

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q4 2013/14)
9a. No. of night time safer city operations undertaken jointly with the Police	13	6 (G)	n/a
9b. % of city centre premises inspected for compliance with licensing laws	100%	80% (G)	n/a
9c. Number of residential units granted planning permission within city centre	39	70 (R)	n/a
9d. Number of vacant shops	118	103 (A)	n/a
9e. % of late night premises that are broadly compliant for food safety	88.52%	79% (G)	n/a
9f. No. of Licensing significant breaches detected and % rectified	100%	80% (G)	n/a
9g. % of people who feel fairly safe or very safe in the city centre (during the early evening and) at night	26.3%	28.5% (A)	n/a

Improvement Objective 10 – Improving Outcomes for Youth Justice

Lead Cabinet Member: Cabinet Member for Education and Young People

Lead Officer: Head of Children and Family Services

Overall Assessment: Amber - Good. Actions and measures are slightly missing target; it should be noted that the Outcome Agreement assessment is based solely on the measure performance and in this context can be considered fully successful.

Outcome Agreement Assessment: Fully successful 2 points

ACTION UPDATE

Key for Actions

RAG Status

Green – On track

Amber – deviation from plan, issues will be resolved by the end of the financial year

Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
10.1 Reduction in first time entrants	<p>The trend evidenced last year of a reduction in first time entrants continues and has significantly reduced from last year (YOS figures as opposed to verified YJB/Police stats). Though the number of offences committed by the smaller number of offenders has increased. Full verified information on this will be available later in the year. The national trend of falling numbers of youths committing offences is similarly falling.</p> <p>A significant contributing factor to this decrease in FTE has been the continued use of Restorative Justice Disposals (RJDs) which have increased in this last year, (though fallen slightly short of the 170 target) and out of court disposals managed through the Bureau system, again which have slightly increased this year (and exceeded target) . Both these activities aim</p>	<p>Less young people are entering the Criminal Justice system and becoming criminalised.</p> <p>The poor Inspection will most certainly have had a negative impact on public perception of the youth justice service, but this has served to galvanise actions to turn this around and invoke a more positive response. The increase in Restorative Justice models of intervention, the encouragement of more victims to be part of this, and to increase the use of sessional workers and volunteers have contributed to starting this process.</p> <p>The extension of the Prevention service to include TAtC has meant that many young people are able to access supportive services at the earliest opportunity.</p>	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>to deflect young people from the CJS through offering early preventative intervention.</p> <p>Over the last year closer links between the Prevention service which facilitates the RJDs and YOS have begun, with a sharing of resources like training, and a more joined up approach to the common shared problem. The Team around the Cluster (TAtC) model of working being rolled out in Newport, offers additional opportunities for young people & families in need of support , accessing this at the earliest opportunity – in the fullness of time, this will most certainly impact on this action.</p> <p>The use of the ‘live’ reoffending toolkit, is in its early days, but planned actions will ensure information gathered and collated through this will be used to inform future development to reduce FTE and re-offending.</p> <p>The YOS was subject to an Inspection in 2014, and unfortunately, was found to be lacking in almost all areas of governance, partnership working and practice.</p> <p>An Improvement plan was developed, and has started to be implemented, reviewed and amended and continues to be developed to make improvements in all areas, which has included a total restructure of the service and review of all</p>		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>aspects of service delivery. In the latter part of the year, for numerous reasons, 50% of the original management team left and have been replaced.</p> <p>The year ended with the YOS beginning a very different journey than in previous years, and putting detailed plans in place to use management information and performance information to much more effective use (both for the Management board and for the team).</p> <p>The use of 'live re-offending information and data cleansing will support and underpin a drive to improve the quality of data and then use it appropriately. This will enable the YOS to report on a much timelier basis in future.</p> <p>Some pockets of excellent practice are evident in the YOS (e.g. ISS) and the aim is to ensure that this best practice is maximised and spread through the whole service.</p>		
10.2 Reduction in youth re-offending	<p>The number of young people appearing in court has fallen between 2013/14 and 2014/15 however those young people offending are committing more offences.</p> <p>As above, the increase in the use of out of court disposals will have played a part in this, though early indication is that the re-offending of this 'early intervention' cohort is lower than in other areas of the service.</p>	When full use of the toolkit is made, the YOS with its partners will be able to plan and develop services in response to the high risk of offending and re-offending and in so doing aim to further reduce this behaviour.	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>As referenced above, this is one of the areas of specific focus resulting from the Inspection and a robust action plan is in place to address this which has included: increased scrutiny of those cases identified on a month by month basis where re-offending has occurred; establishment of an Assessment Planning, Intervention and Supervision meeting where workers can discuss 'what works'; task and finish group focussing on resources; better and increased use of partner agency support and internal specialist resources; practice in risk and vulnerability panels reviewed and amended; training and establishment of performance meetings.</p>		
10.3 Reduction in the use of youth custody	<p>Custody has increased from 21 in 2013/14 to 24 in 2014/15 – this is a significant increase and is of huge concern as it is disproportionate to the rest of Gwent and Wales. Of equal concern is that many young people are going into custody as a result of breaching orders, and also for supplying drugs – in the latter instance, these young people have usually disengaged from ETE provisions, as these cannot offer the financial recompense available through such activities.</p> <p>The Resettlement panel was introduced in late Summer, and seeks to ensure that those in custody and on licence have appropriate support from whatever agencies is needed. Whilst it has achieved</p>	<p>On one level, locking up young people who offend, could be seen as a positive thing in that it protects the community and people within it for the period of the custodial sentence.</p> <p>To the general public, it could be viewed as positive that where young people are in breach of orders, the ultimate sanction is removal of liberty – young people are being held to account for their behaviours. However these are short term views, as the vast majority of those young people who go into custody will carry on offending and will go again. These young people usually have complex needs and chaotic lives, and the YOS needs to be sure that it has and will do everything it can to meet those needs.</p>	AMBER

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>this for most young people, the focus has been too late, and in 2015/16, there is an aim to focus on those young people at risk of custody in the aim of preventing them going.</p> <p>Towards the latter part of the year, the YJB highlighted our custody rate as alarming and offered some supportive work to do a deep analysis of all aspects of our custody cases, including interviews with staff; families, young people, & Magistrates to inform an action plan to take remedial action. This is planned to start in April 2015.</p>	<p>The focus of the Custody work planned will be to identify where the YOS could have done things better and in so doing, do whatever can be done in the future to nip in the bud that cycle of offending before it begins, and the project will inform how this is can be done.</p>	
10.4 Effective public protection / managing risks	<p>Internal risk management processes have been reviewed and amended and now offer a more consistent approach by all managers. An aide memoir was developed to underpin this and support consistency. The YOS police officer now plays a role in these panels where appropriate. The YOS has continued to play an active role in MAPPa and IOM processes as needed and with partners contribute to the shared agenda of public protection. It also reported one Community Safeguarding and Public Protection Incident to the YJB, LSCB and YOS management board and appropriate action was taken in relation to this.</p>	<p>More robust processes exist to protect the public and safeguard the young people and victims of their offences</p>	GREEN
10.5 Effective safeguarding (identifying vulnerable young people)	<p>As with Risk panels, the Vulnerability aspect of work has also been reviewed and amended to afford a more consistent approach. To support this the team has received</p>	As above	GREEN

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
	<p>additional Child Protection training and Signs of Safety training to ensure all aspects of vulnerability are supported. This has included at looking at what partner agencies, and other services do to support the work and referral routes into Families First and the Prevention service have been agreed to support the non-criminogenic needs of the young people known to the YOS.</p>		

Improvement Plan 14/15 Action	What has been achieved this year (01/04/14 to 31/03/15)	What difference has it made to citizens (Improved outcomes)	RAG Status
10.6 Access to Education, Training and Employment	<p>Over the year this has been a challenging area of work, though it must be recognised that the low number of ETE hours does not necessarily reflect the number of hours which were available to young people, rather the hours they took up at a given time.</p> <p>A robust Education plan has been developed and reviewed, and now includes all young people of school age having an Individual Development Plan (IDP) which is reviewed twice yearly. A similar support is available to those over school age and appropriate engagements with Careers and other providers have supported this.</p> <p>Also in the latter part of the year a Speech and Language Therapist was commissioned for a pilot project (funded by ABUHB) to train and support staff to ensure that they appropriately assess learning styles and thus ensure that intervention offered meets the learning needs of each child. This will continue in the year to come.</p> <p>That said, despite the range of support available, the target has not been met and some young people still do not receive the requisite number of ETE hours - the average number of hours over the last year being 18.3 which is just below the 19 we set.</p>	<p>Young people known to the YOS have a wider range of learning opportunities open to them and the YOS is able to escalate those cases where needs are not being met or services not provided – as a key area of improvement the Management Board scrutiny of this area of work is constant, and every effort is being made to make the requisite improvements.</p>	AMBER

MEASURE UPDATE

(G) = Green, performance is better than target / previous year

(A) = Amber, performance has fallen slightly short of target / previous year

(R) = Red, performance has missed target / previous year

Measure	Actual Q4 14/15	Target Q4 14/15	Previous Year (Q3 2013/14)
10a. Number of young people referred for Community Resolution	153	170 (G)	140 (A)
10b. Number of young people referred to Newport Bureau for Out of Court Disposals	121	120 (A)	123 (G)
10c. Number of first time entrants into the Youth Justice System (data from Police National Computer)	66	130 (G)	139
10d. The rate of proven re-offending for young people (follow up for 2 years after committing an offence - data from Police National Computer)	35.3%	38% (G)	37.6%
10e. The proportion of young people sentenced to custody	0.48 per 1,000	1.20 per 1,000 (G)	0.61 per 1,000 (G)
10f. Access to suitable accommodation for young people in the Youth Justice System. At the end of their intervention provided they are not in custody (WG indicator WYJ15)	83.6%	80% (G)	N/A
10g. Average hours of education, training or employment received by young people at the end of YOS intervention. (WG indicator WYJ14)	18.3	19 (A)	19.6 (A)
10h. Number of children and young people in the Youth Justice System in Wales, with identified substance misuse needs, who have access to appropriate specialist assessment. (WG indicator WJY16)	91.8%	80% (G)	N/A
10i. Percentage of victims satisfied with the service they received from YOS/TAF team	59.8%	50% (G)	N/A
10j. number of young people who receive Out of Court disposals who re-offend within the next 12 months	21.3%	35% (G)	N/A

Appendix 3
Outcome Agreements

The five outcome agreements selected for the council to run between 13/14 and 15/16 are:

- Education (See Improvement Objective 5)
- Supporting young people into education, employment or training (See Improvement Objective 7)
- Preventing offending and re-offending of young people (See Improvement Objective 10)
- Ensuring people have access to suitable accommodation
- Providing homes and businesses with faster broadband

All of these priorities were part of the original consultation. The first three in the list above are also included in the Improvement Plan, and the final two outcome agreements will be included in Service Plans for 14/15.

This round of outcome agreements is focused on five outcomes and is scored out of 10. Points are allocated as follows: Fully successful – 2 points; Partially successful – 1 point; Unsuccessful – 0 points. Grant payments are allocated as follows:

Score	Grant
8-10	Full payment
6 or 7	75% payment
4 or 5	50% payment
Less than 4	No payment

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Based on Q4 performance, the following points have been allocated:

Outcome Agreement	Assessment of Performance	Points awarded
1. Super Connected City	Fully Successful	2
2. Education	Fully Successful	2
3. Housing	Partially Successful	1
4. Youth Justice	Fully Successful	2
5. NEETS	Partially Successful	1
	TOTAL	8

Outcome Agreement 1
Super Connected Cities

Strategic theme: Growth and Sustainable Jobs

Broad Outcome: Improving our infrastructure

Title: Super Connected City Programme

Lead Cabinet member: Leader of the Council

Lead officer: Head of Customer and Information Service

Assessment of performance: Fully successful 2 points

Measures	Actual Q4 14/15	Target Q4 14/15	Target Year end 14/15
How much did we do?			
Identified broadband champions	9	5 (G)	5
SME Businesses registering for vouchers	303	50 (G)	50
How well did we do it?			
SME Businesses gaining awareness	2472	850 (G)	850
SME Businesses assisted	303	100 (G)	100
SME Business supported to access related training and other support	73	50 (G)	50
Percentage of Newport SME businesses with access to next generation internet	22%	8% (G)	8%
Is anyone better off?			
Take up of Super Connected Cities Superfast Broadband connection vouchers -	79	50 (G)	50
Percentage of properties able to access next generation broadband	63 %	16% (G)	16%
Number of buildings in Newport with public access to wifi as at the end of the financial year	40	10 (G)	10

Outcome Agreement 3
Housing

Strategic theme: Welsh Homes

Broad Outcome: Welsh homes – increasing supply and choice

Title: Housing

Lead Cabinet Member: Cabinet Member for Social Care and Wellbeing

Lead Officer: Head of Regeneration and Regulatory Services

Assessment of performance: Partially successful 1 point. The outcome agreement to improve supply and choice of housing is key in supporting people remain in their homes and improve the quality of life; all but two measures are performing well.

Measures	Actual Q4 14/15	Target Q4 14/15	Target Year end 14/15
How much did we do?			
Number of clients using Safety at Home scheme /Care and Repair	1312	1200 (G)	1200
Number of people using enhanced housing model (14/15 onwards)	1523	1200 (G)	1200
Number of properties managed through the Social Lettings Agency	51	80 (R)	80
Number of homes benefitting from improved domestic energy performance measures	161	150 (G)	150
How well did we do it?			
PSR/006 Ave days non-DFG adaptations (Half Yearly)	18 days	19 days (G)	19 days
PSR/002 Adaptations DFG days delivery (Half Yearly)	249 days	280 days (G)	280 days
percentage of homes where any Cat 1 hazard is removed via intervention by Housing & Community Regen	53.3%	75% (R)	75%
Is anyone better off?			
Number of clients receiving Safety at Home (SAH) or Rapid response (RRAP) grant assistance, where the adaptations provided assisted in allowing the client out of hospital	317	60 (G)	60
Number of clients receiving Safety at Home (SAH) or Rapid response (RRAP) grant assistance to allow people to safely live at home thereby preventing admission into hospital	1841	1140 (G)	1140
HHA/013 Prevention of homelessness	52.6%	50% (G)	50%
Creation of additional housing units through bringing empty properties (Commercial and residential) into use through conversion etc.	95	70 (G)	70

Appendix 4
Update on Wales Audit Office Proposals for Improvement

Regeneration

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
29	Ensure that its Economic Development Strategy and Master Plan clearly relate to the relevant objectives in the Community Strategy and Improvement Objectives and to each other, to help the Council assess their contribution to its improvement programme and to achieving the Council's strategic priorities.	Preparatory work to put in place a revised economic development / regeneration framework for the city. When implemented this will: <ul style="list-style-type: none"> - Ensure vitality and viability of the city centre is safeguarded - Increase employment 	Work is now underway on a new Economic Growth Strategy encompassing a new regeneration framework. This will link to the objectives of the Community Strategy and Improvement programme. A high level delivery plan will be produced as part of the new Regeneration Strategy outlining outcomes, targets & milestones. Scrutiny Committee – July Full Council –September / October	By close of 2015/16	Head of Regeneration and Regulatory Services
30	Prioritise its actions and, against those actions, consistently include more details regarding outcomes, targets, deadlines, resources, milestones, risk factors and mitigating actions, which can be used to monitor progress, measure success and establish improvement.	<ul style="list-style-type: none"> - Fewer empty shops and vacant/derelict buildings - Provide growth within local economy - Increase footfall in city centre and increase level of tourism and use of city as a sporting venue 			
31	Strengthen the setting of outcomes and targets for regeneration schemes and projects, and ensure sufficient performance information is available to maintain monitoring and evaluation.	Regeneration Targets have been set through the Vibrant and Viable Places program			
32	Include more details on time, budget and resources in regeneration documents such as project initiation documents to enable assessment of value and cost effectiveness.				

Proposals for Improvement from the Corporate Assessment 2013 and Corporate Assessment Review April 2015

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
40	<p>The Council should:</p> <ul style="list-style-type: none"> • develop and implement an appropriate engagement and communication strategy that both communicates the new mission and organisational framework, and also supports cultural changes within the organisation; • ensure that it has in place the people and resources capable of implementing the organisational framework and delivering subsequent service changes; and • engage the Fairness Commission when developing improvement priorities as well as budget proposals. 	<p>The council is now operating as standard an effective mix of engagement and communication techniques in order to inform staff and wider stakeholders.</p> <p>Internally this includes daily messaging through the staff intranet. This carries multiple messages ranging from the chief executive's message, updates on key council-wide projects and department specific projects.</p> <p>A regular ebulletin is also sent to staff which includes a mix of corporate messages, staff updates and wider city news.</p> <p>For non-computer users, the council still produces literature and regularly uses its Info Point notice boards to carry updates on its progress on KPIs for the corporate plan and training opportunities.</p> <p>Newport Matters, continues to be a key external communication tool, and was noted as a key information channel for residents finding out about the council's budget challenges and potential service</p>	<p>The council will maintain its increased momentum of staff communications, and will work closely with all service areas to make sure key initiatives and changes are communicated in a timely manner to those both directly affected and a wider council audience when appropriate.</p>	Ongoing	Head of People and Business Change / Head of Finance

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>changes.</p> <p>Social media channels increase in popularity, allowing the council to inform many residents instantly of key council information.</p> <p>Core council business, such as cabinet meetings, are always supported with external press releases that are distributed through a variety of news channels.</p> <p>Meetings of full council can also be watched online via a live streaming service accessible from the council's website.</p>			
42	<p>Develop a clearer understanding of the collaborative projects taking place across the Council and an agreed and widely communicated approach to the management of collaboration. The approach should help the Council to ensure that collaborations are providing value for money outcomes for Newport's citizens.</p>	<p>Details of collaborations and partnerships are included in the service planning and review process, and through the annual governance statement. A clearer understanding of the councils collaborative activity is now available</p>	<p>Service plans and reviews contain collaborative information and will be considered by CMs in July</p>		
45	<p>Strengthen the LSB's performance management framework to set out:</p> <ul style="list-style-type: none"> • clearer and more detailed roles and responsibilities on what will be delivered by which organisations; 	<p>The mechanism for dealing with underperformance is firstly the SIP Board within their responsibilities to manage the delivery of the SIP and if this fails it is escalated to the LSB.</p> <p>One Newport Local Service Board</p>	<p>The Annual Report for 2015/16 is under development and will be presented to the LSB on 19th May 2015.</p> <p>The first quarter performance will be reported to the SIP Board on</p>	<p>This will be on going as part of a culture of continuous improvement.</p>	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<ul style="list-style-type: none"> • what performance information will be collected, where and when it will be monitored, and how progress and performance will be monitored; • mechanisms for dealing with underperformance; and • a stronger focus on performance and resource management across the LSB. 	<p>produced the first Annual Report detailing work undertaken during 2013/14 and this was presented to Scrutiny in June 2014.</p> <p>The Performance Management Framework was reviewed and revised after year 1 in April 2014. LSB meeting schedule were also changed so that there is better alignment for performance monitoring arrangements.</p> <p>Three communication and engagement events took place in March 2015 to assess progress of the SIP and agree SIP priorities for the coming year.</p> <p>The Performance Management Framework has been reviewed and updated for 2015-16. The main changes to the framework are:</p> <ul style="list-style-type: none"> • Updated clearer roles and responsibilities; • The removal of the Performance Group from the structure to reduce duplication; • An increase in the frequency of performance reporting to quarterly and a simplification of the SIP Board performance process to focus on the core theme dashboards. This will enable the SIP Board to address underperformance, reduce risk and remove blockages; 	26 th August 2015.		

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<ul style="list-style-type: none"> The introduction of a process to critically analyse the core themes to ensure that the overarching themes of Tackling Poverty and Vulnerable Groups are focused on. A streamlining of the Priority Delivery Plan for use by the Working Groups and Theme Boards; 			
46	Maintain the increased momentum of the Neighbourhood Working project and ensure that its planned impact on communities and citizens is achieved.	<p>The findings of this pilot project were reported back to the LSB at its meeting in November 2014. The lessons learnt from this project are informing the Team Around the Cluster model currently being developed and implemented.</p> <p>In addition, as a result of the development of ward profiles the LSB agreed in March to focus on the Pill ward of the city and undertake a scoping exercise and develop an action plan to address key issues.</p>	No further action required.	Project close down report to LSB November 2014	Head of People and Business Change

Proposals for Improvement from the Review of Transformation Programme

June 2013

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont718071.pdf>

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
49	New focus on service improvement and value for money	Performance team now merged into the Council's Business Improvement function.	Develop appropriate improvement measures and targets for individual initiatives and monitor	ongoing	Head of People and Business

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>P3 Instil a new focus on service improvement and value for money by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> clarifying the extent of improvement the Council wants to make through the programme and supporting this with appropriate measures and targets to monitor progress, particularly focusing on service quality, performance, customer experience and the difference the Council wants to make to the lives of local citizens; <input type="checkbox"/> jointly reporting savings and performance information to help evaluate the impact of the programme on service performance and assess whether value for money is improving; <input type="checkbox"/> continuously challenging performance through benchmarking with other councils and service suppliers and integrating this with programme monitoring and reporting; <input type="checkbox"/> developing more consistent mechanisms to obtain feedback from users and using this to take corrective action and inform future changes to service delivery; and <input type="checkbox"/> continuing to develop a performance culture in which service managers are accountable for service performance and efficiency. 	<p>Alignment of the Change Programme, Budget and Performance reporting to relevant boards,</p> <p>Improvement measure and target developed for the Change programme and incorporated into the Council's performance management framework and reporting mechanisms.</p> <p>Change Programme reporting dashboard incorporating performance, savings and budgetary Information reported monthly to the Change Programme Board and the Cabinet Member.</p> <p>High level portfolio and all council dashboards bring together finance, performance and change information along with people related information and risk management</p> <p>Social media "Yammer" being utilised internally to gain feedback from users across the Council.</p> <p>Development of performance culture – Embed review of performance into the service area management meetings-. Social Services, streetscene, Regeneration and</p>	<p>using existing governance processes and mechanisms.</p> <p>Identify appropriate Benchmark comparators and incorporate within the Change Programme reporting process.</p>		Change

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
		<p>Regulatory Services, CLL and Education..</p> <p>Through project governance processes service users are consulted on proposed changes to service delivery and feedback is used to inform the direction of future activity.</p> <p>Increased alignment of the Change programme with the Councils performance framework.</p> <p>Staff involved in budget consultation process and underlying change programme proposals</p> <p>Heads of Service and Service Manager are the key for the development and delivery of the efficiency initiatives which underpin the forward MTRP.</p> <p>Heads of Service and Service Managers are responsible for the development of Service planning, monitoring and target setting.</p>			
50	<p>Learning and evaluation</p> <p>P4 Strengthen the arrangements to capture and share learning by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> more consistent evaluation of reviews at key stages and on completion; <input type="checkbox"/> strengthening mechanisms to capture, share and apply learning 	<p>Gateway review process and post implementation reviews defined as part of the Newport Programme and Project Management methodology.</p> <p>Lessons Learned log completed and circulated to key stakeholders for the Budget setting process and</p>	<p>Complete lessons learned report for 2015/16 budget setting process.</p> <p>Roll out of the Gateway Review process and post implementation review process across all initiatives within the Change</p>		Head of People and Business Change

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>on a corporate basis; and</p> <p><input type="checkbox"/> establishing mechanisms to systematically obtain post-implementation feedback from staff and managers, for example to assess the impact on staff capacity, identify training and IT needs and learn from their experience.</p>	<p>development of the Change programme for the 14/15 financial period</p> <p>Lessons Learned log completed for the Norse Property Joint Venture, Street cleansing and Refuse.</p> <p>Lessons learned report completed for the 2015/16 budget setting process and disseminated among Senior management.</p> <p>Lessons learned report completed for the initial stages of the New Ways of Working Change programme.</p>	<p>Programme.</p> <p>Ensure adherence to the gateway review process and post implementation review process by embedding within the governance process for the Change programme.</p> <p>Review options for disseminating and apply learning on a corporate basis</p>		

Data Quality Review
October 2013

<http://www.newport.gov.uk/stellent/groups/public/documents/report/cont720069.pdf>

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
54	<p>The Council should address gaps and weaknesses in its data quality arrangements and ensure that they are consistently adopted across the Council, in particular:</p> <p><input type="checkbox"/><input type="checkbox"/> ensure an up-to-date list of data compilers is available to appropriate officers;</p> <p><input type="checkbox"/><input type="checkbox"/> undertake refresher training</p>	<p>The Operational Performance Network met on 12th November. Topics discussed at the meeting included a self-assessment and DQR presentation, details on updating local definitions and self-assessments along with the timescales for their completion, additional training needs and FAQs. There was also a self-</p>	<p>Chaser of any remaining self-assessments to be conducted at the end of February.</p> <p>An OPN meeting to be set up end of Feb/beginning of March as the virtual library which retains all the performance documents (including self-assessments and local definitions) will be</p>	<p>Expected to be superseded by Corporate Assessment Review 2015</p>	<p>Head of People and Business Change</p>

Ref	Proposal	Progress update to the end of March 2015	Actions planned next quarter	Expected close down date	Responsible Officer
	<p>for data compilers and other appropriate officers;</p> <ul style="list-style-type: none"> □□clarify roles and responsibilities of officers in data quality arrangements including the timing of Internal Audit's involvement; □□develop, agree and communicate the processes for: <ul style="list-style-type: none"> – establishing new performance measures; – amending performance measure definitions; – ensuring performance measure definitions are consistently and accurately described; – addressing audit amendments and qualifications; and – amending outturn figures after initial submission to the Welsh Government. 	<p>assessment 'surgery' and round table where the group shared issues around self-assessments, etc. New local definition forms to be available and uploaded on the Virtual Library (November).</p> <p>Due to additional staff changes there are new members of the OPN and a refresher of roles and responsibilities was given at the November meeting.</p> <p>Self-assessments timescales: NSI, PAM completed by December 2014 and the remainder by the end of February 2015.</p> <p>New compiler and review details to be supplied via OPN contacts and uploaded to the (virtual library/SharePoint – TBA)</p> <p>Regular updates/alerts fed to the OPN and others via the Performance Network pages on Yammer.</p>	<p>decommissioned in March. The IT service will be attending the meeting to train members on the new SharePoint provision which will store this data in future.</p> <p>The next OPN meeting will outline tentative submission dates for 2014/15 data and discuss the proposed performance 'cycle' for the year ahead.</p>		

Recommendations from the Corporate Assessment received in October 2013

Recommendation 1

R1 The Council should ensure that members are provided with robust information at the earliest opportunity to enable them to inform, take and challenge choices and decisions effectively, and ensure that they are recorded and reported transparently. This includes the provision of:

- Options appraisals.
- The implications of the options, recommendations and decisions.
- Fully costed business cases prior to initiating major programmes to support change. The financial impact of any significant proposed service changes should be reflected in medium-term financial plans directly where the change is certain to proceed or as a sensitivity if the change is not certain.

Progress to date:

- Responding to this recommendation is not the responsibility of one particular service area, it has implications for various people across the organisation.
- All Heads of Service are seen to have a role in providing members with robust information and in response to the Corporate Assessment this is now being addressed through the business planning process
- The Scrutiny Team are seen to have a role in raising awareness among officers of the procedures that are in place for reporting to members and challenging whether they are being adhered to (options, implications, recommendations and decisions).
- The Business Improvement Team are seen to be responsible for ensuring that fully costed business cases are developed
- The Report Template is to be amended to include options, appraisals and implications by the end of 2014 to coincide with the introduction of a new Document management process. The challenge will be ensuring compliance.
- Discussions have taken place and a lessons learned log is in place to improve the approach for 2016/17 and beyond.

Future actions:

- Future compliance checking is to be carried out.

Recommendation 2

R2 The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include:

R2.1 strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up;

R2.2 reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all members understand and apply their respective roles in relation to each other without compromising independence;

- R2.3 empowering members to be more proactive and accountable for their roles and responsibilities;
- R2.4 strengthening decision-making arrangements to ensure transparency and appropriate safeguards are in place;
- R2.5 strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet members, officers, partners and others to account more robustly to drive increased pace of progress and improvement;
- R2.6 strengthening and mandating member and officer development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively; and
- R2.7 addressing information security and business continuity arrangements.

Progress to date

- Scrutiny Improvement Group (SIG) established; Regular meetings of the SIG and the Executive are now diarised. Meetings of the SIG and joint meetings with the executive are continuing
- A development programme based on skills appraisal is being developed by way of the Democratic Services Committee. Meetings are progressing with members and a final report to the Committee is scheduled for February 2015. The Scrutiny Improvement Group is also looking at a programme of development for scrutiny members; A report was presented to the Democratic Services Committee in February 2015 as planned.
- The Scrutiny Improvement Group (SIG) Action Plan contains some twenty actions which are included in the SIG programme of work. Good progress is being made in implementing these actions and a review of progress was set out in the Scrutiny Annual Report 2014. Further progress is being made on these issues and a self – assessment of progress is planned for the Annual Report 2015 in July
- An important feature of the action plan resulted from the Wales Audit Office’s National Scrutiny Study. The Scrutiny Improvement Group was set up to implement this plan and to drive forward the improvement programme for Scrutiny. The Scrutiny Improvement Group continues its work on a range of issues
- One of our most significant achievements this year has been to secure funding through the Welsh Government’s Scrutiny Development Fund to hold the “Gwent Scrutiny Challenge 2014 The project started with a high profile, very well attended event on 6 June in the Riverfront Theatre, looking at experiences from the Mid-Staffordshire Inquiry and what lessons can be learned by local government about the quality of challenge within our organisations. We are now planning a series of training events within each authority to look at how the lessons can be applied and our skills improved. : Since June we have been working with CfPS on the ‘legacy’ from the event, and a follow up workshop was held with Members in March – again, this was positively received
- The Composite Work Programme (CWP) continues to be used as an on-going programme and informs the work programme of the Council, Cabinet and Scrutiny Committees. This continues.
- A new generic model constitution has been developed by a group of lawyers for use in Local Government. There has been some delay in producing this document but it should be available late in 2014. Democratic Services Committee is taking the lead on this work and will use the model constitution to facilitate an overall review of the constitution as opposed to previous piecemeal approaches; The review and update of the constitution is now unlikely in 2014. The next phase of ensuring understanding and application will take place in 2015; The new model constitution is still awaited but the constitution has been updated as necessary by way of the Democratic Services Committee
- A progress report on the development programme based on skills appraisal that is being followed by a small number of members was produced in July 2014. Based on the findings of this report the Democratic Services Committee agreed to further develop the programme; a final report on the process is to be considered by the DSC in February. : We have a modest budget of £12,000 to cover all members’

development. Much of this budget is used for mandatory training, particularly in terms of planning and licensing committees. By way of the Democratic services committee, we did a review of members to find out what they wanted to see in any programme. The results of the Review highlighted a need for training and development in a range of IT skills, interpersonal skills and Council or Committee related skills and knowledge. The WLGA's funding and support for member development has been lost so the chances of new training opportunities are limited. However we will now work on meeting identified needs in-house at little or no cost, either offering members places on existing Newport City Council courses, or providing a course specifically for councillors. They will also be directed towards e-learning opportunities. Where there is a need for a particular external course, the cost of the training will be considered against the resources within the Members Development budget

- A document that clarifies roles and responsibilities and standards for decision making and the relationships between the Executive and Scrutiny has been produced and considered by the joint meeting of the Scrutiny Improvement group and the Executive. This was agreed as guidance by the Scrutiny Improvement group and the Executive.
- Information Governance Group established (Annual Risk Report refers). The group is constituted, has met and the meetings have been minuted and have Terms of Reference: and a report containing proposals and action plan.

Future Actions:

- Composite Work Programme (CWP) will be produced as an on-going programme from summer 2014; The Composite Work programme is circulated regularly for update by Chief Officers . This fits into the Cabinet work programme
- A new generic model constitution is being developed by a group of lawyers for use in Local Government. This document will be available later in 2014. Democratic Services Committee is taking the lead on this work and will use the model constitution to facilitate an overall review of the constitution as opposed to previous piecemeal approaches; The new model constitution is still awaited but the constitution has been updated as necessary by way of the Democratic Services Committee
- The review and update of the constitution is planned to be completed by the end of 2014. The next phase of ensuring understanding and application will take place in 2015;
- A progress report on the development programme based on skills appraisal that is being followed by a small number of members was considered by the Democratic Services Committee in July 2014. Based on the findings of this report a decision was taken to extend or further develop the programme; See above
- Produce document by autumn 2014 that clarifies roles and responsibilities and standards for decision making and feed this into the planned review of the constitution; see above

Recommendation 3

R3 The Council needs to quickly address weaknesses in its strategic financial planning and management to ensure that it is able to deliver its planned improvements. In doing so, the Council needs to:

- R3.1 strengthen medium-term financial planning with fuller consideration of demographics, projections and priorities as well as the management of risks that are linked to the risk register(s);
- R3.2 the delivery of financial savings needs to be monitored and reported more effectively at a corporate level as well as the investments being made to improve/maintain services;
- R3.3 strengthen the status of financial management at a strategic level and ensure that responsibility is aligned to corporate objectives and accountabilities; and
- R3.4 ensure there is sufficient challenge to ensure that savings/investment plans are delivered and any budget overspends are highlighted and addressed by early intervention.

Progress to date:

- There is now fuller consideration of demographics projections and priorities within the MTRP which was in place for the MTRP agreed in February 2014 and the subsequent medium term Change/Efficiency programme. The risk register has been reviewed and potential pressures have been identified for incorporation into the MTFP as part of the scene setting in September 2014 Cabinet – for 2015/16 budget
- Investments in the context of using reserves to fund invest to save decisions are agreed and signed off by both SLT and Cabinet. Savings are monitored through the on-going Financial Budget Monitoring process. The outcomes from this process are reported to SLT and the Change and Efficiency Board on a monthly basis by the Business Improvement Team. There are project management arrangements in place for the overall budget process.
- The Cabinet receives quarterly reports from the budget monitoring process that includes savings. The Annual Statement of Accounts makes explicit reference to savings.
- To strengthen the status and enhance responsibility and accountability summary reports to Cabinet and SLT now contain commentary from Heads of Service. This also helps to raise awareness of the financial position across the Council by ensuring that it is not perceived as a central issue but is linked to service delivery. Financial Management now greater part of strategic decision making and has more active role in determining remedial action to address overspends compared to the more passive monitoring that used to take place.
- Challenge is provided through consideration of summary budget monitoring reports by the Change and Efficiency Board, SLT and Cabinet. Challenge is increasingly focused on early intervention to prevent overspends occurring and recurring. There is now early identification of the risks of overspend with an accompanying explanation of what Heads of Service are doing to address any overspend and prevent recurrence through a timetabled set of actions.
- More explicit linkage to risk register from September 2014.

Planned future action:

- Necessary financial modelling tools (projections) to be developed by end of 2014.

Recommendation 4 - No further action required

Recommendation 5 - No further action required

Recommendation 6

R6 Put in place arrangements that enable the Council to formulate, scrutinise, approve and publish its improvement objectives in a timely way to meet its statutory obligations under the Measure. In doing so, the Council should:

- R6.1 Develop a more comprehensive, open and transparent approach to public reporting.
- R6.2 Ensure that internal reporting is systematic, regular and getting to the right groups with a stronger focus on priorities.
- R6.3 Develop a clear and agreed approach to prioritisation of improvement objectives and the development of measures for these improvement objectives that involve scrutiny members at an early stage and a stronger approach to consultation.
- R6.4 Enable members to effectively challenge and scrutinise service performance:
 - R6.4.1 clarify the respective roles of Performance Board and scrutiny;
 - R6.4.2 ensure that both groups receive regular, high-quality, priority-focused performance information;
 - R6.4.3 ensure that meeting agendas allow for sufficient time for members to focus on (broad) underperformance in both; and
 - R6.4.4 provide training on effective challenge and scrutiny for members.
- R6.5 Further embed the approach to business and service planning and ensure that corporate and single integrated plans are included.
- R6.6 Improve the corporate approach to risk management.
- R6.7 Improve target setting to better reflect the service/performance standards the Council wants to achieve and ensure resources are allocated to deliver desired standards through the Medium-Term Financial Plan.

Progress to date:

- **Public reporting is now more comprehensive, open and transparent.** The Improvement Plan for 2014-15 was produced on time and covered more extensively in the Council newsletter '*Newport Matters*'. The Improvement Plan has been distributed in hard copy to Council facilities eg libraries and extracts are on display in public spaces eg the reception area in the Civic Centre.
- **Internal reporting is now systematic, regular and getting to the right groups with a stronger focus on priorities.** There is monthly reporting of NSIs PAMs and Improvement Plan measures by all Heads of Service. The data from all service plans is collated into a dashboard for SLT and summarised for the Change and Efficiency Board. Quarterly reporting on the Improvement Plan is considered by Cabinet and mid-year and end of year service plan reviews are considered by Scrutiny Committees.
- **The Council has developed a clear and agreed approach to prioritisation of improvement objectives and developed measures for these improvement objectives that involve scrutiny members at an early stage and a strong approach to consultation.** Consultation on Improvement Objectives was undertaken in December 2013 including consultation with the public, scrutiny committees and the Fairness Commission. A decision was then taken by Cabinet in January 2014 to agree the selection of Improvement Objectives for 2014-15. The detail of these objectives was considered by Scrutiny in February and March with further review by the Performance Board at the end of March. The final plan was approved by Cabinet and Council in April 2014. This approach will be continued in future years.
- **The respective roles of Performance Board and scrutiny have been clarified.** Members of Cabinet and Scrutiny met to discuss their respective roles in March 2014 and the roles of Performance Board and scrutiny was clarified at the Performance Board meeting in March 2014.
- **Both Performance Board and scrutiny receive regular, high quality, priority-focused performance information.** Performance Board meet quarterly and receive regular concisely reported monitoring information on each Improvement Objective contained within the

Improvement Plan and also receive information on overall Council performance. Half yearly and end of year service plan reviews are considered by Scrutiny Committees.

- **Meeting agendas allow for sufficient time for members to focus on underperformance.** Meeting agendas for Performance Board are now prioritised to assess both 'looking forward' and 'looking back'. The latter is a mechanism to highlight underperformance and ensure that sufficient time is available to consider and address the underlying causes. The setting of appropriate agendas is complemented by timely briefing meetings with the Leader.
- **The Council is improving the training it provides to members on effective challenge and scrutiny.** The Democratic Services Committee has considered a schedule of member development activities and recognised that much of the training events were knowledge based rather than concentrating on the skills members need to fulfil their various roles. This is now being addressed and the Organisational Development Team is assessing the benefits of developing a programme based on needs identified by members. An initial report is to be considered by the Committee in July. The Scrutiny Improvement Group will examine the needs of members of scrutiny committees within its programme of work.
- **The Council has further embedded the approach to business and service planning and ensured that corporate and single integrated plans are included.** Service plans for 2014-15 have been based on more explicit guidance around demonstrating 'linkage'. Plans now include clear linkage to corporate plans and the link between the Single Integrated Plan and the Corporate Plan has also been made more explicit.
- **The Council is progressing work to improve the corporate approach to risk management.** Work is on-going to improve corporate risk management arrangements. A revised risk management strategy was considered by Cabinet and Audit Committee in May 2014 and an updated Corporate Risk Management Strategy and Register was agreed by Cabinet in September. This report was also considered by Audit Committee in September and the Risk Register will be updated quarterly.
- **Target setting reflects the standards the Council wants to achieve and resources are allocated to deliver desired standards through the Medium Term Financial Plan.** There is clear alignment between target setting within business plans and the Medium Term Financial Plan. The targets and the allocation of resources reflect the Council's ambition and priorities in relation to decision to both invest to save and disinvest.
- **Target setting process has been revised and a new 3 principle model is in place, allowing for SLT to challenge targets for the year ahead.** (The three target setting principles are: i) meet Welsh average, ii) improve on previous year performance iii) set above quartile 4 levels)
- **A target setting and measure building paper has been written (Jan/Feb 2015) and has been provided to HoS to assist in completing the service planning process.**

Future Action

- Provision will be in place for member training on effective challenge and scrutiny on performance

Safeguarding Action Plan

The Safeguarding Action Plan combines the pre-existing Safeguarding Action Plan for 2014/15 with the Improvement Plan put in place to address the Proposals for Improvement put to the Council by the Wales Audit Office (WAO) through their review of “Local Authority Arrangements to Support Safeguarding of Children” issued in draft August 2014.

The WAO report and associated action plan was considered by Learning Caring and Leisure Scrutiny on 15th April 2015. The following six proposals for improvement will be subject to quarterly monitoring as part of the regular reporting arrangements to Cabinet.

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
P1. Develop Corporate Safeguarding Procedures that clearly specify roles and responsibilities for safeguarding to work to the All Wales Child Protection Procedures	Completed	An overarching council wide policy has been developed. Underpinning the council wide policy separate documents have been agreed in respect of Children’s Services, Adult Services and Education. The Corporate Policy and the three specific policies for Adults Services, Children’s Services and Education are attached as a background paper	30.9.2014	HoCS	GREEN
	Completed	A poster to emphasise the safeguarding responsibilities of all has been developed The poster has been widely distributed and paper copies will be circulated on 15.4.15	30.9.2014	HoCS	GREEN
	Completed	Distribution of the Corporate Safeguarding policies via each service area Distribution of poster materials highlighting policies Use of Council Intranet and Yammer to	31.12.14 30.11.14 31.12.14	HoCS HoCS HoCS	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
		promote the policies Policies added with a specific area on the Intranet			
	Completed	Policies shared with the Learning and Review Group membership	3.12.14	HoCS	GREEN
P2. Agree Designated Safeguarding Officers within all of the Council's service areas	Representatives from key service areas attend Learning and Review group on a regular and/or invited basis	Completed	9.7.14	HoCS	GREEN
	Safeguarding fixed agenda item for People Portfolio Board	Completed	30.11.14	Strategic Director	GREEN
	Seek nominations for Safeguarding leads for each of the Council Services areas	Nominations received from service areas. The delay in the appointment of the Safeguarding Service Manager has delayed the work across service areas. This will now commence in June 2015.	30.11.14	HoCS	AMBER
	Action plan in each service area reviewed by People Portfolio Board. All service area plans to outline safeguarding training as a key priority	As above. Safeguarding to be highlighted for all Service plans in guidance for planning.	31.5.15	Service Area Leads	AMBER
	Half year updates from each service area to People Portfolio Board	As above.	28.2.15	Strategic Director	AMBER
P3. Improve the range, quality and coverage of safeguarding performance	Completed	Children and Adult Services Performance Board including all Service Mangers meets on a six weekly cycle of review performance including safeguarding.	July 2014	Strategic Director	GREEN

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
reporting to provide adequate assurance that corporate arrangements are working effectively	Completed	Children Services team managers' meetings includes section on performance	Sept 2014	Service managers	
	Review the relationship between Newport Learning & Review Group and SEWSCB. Report back to People Portfolio and SLT	Agenda item for Learning and Review group 26.3.2015 Agenda item for People Portfolio Board 28.4.2015	31.1.15	HoCS	AMBER
	Confirm six monthly reporting of safeguarding data to Strategic Leadership Team	Meeting dates agreed post April 2015	30.11.14	HoCS	AMBER
P4. Improve the work of the Council's Scrutiny Committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements	Completed	Safeguarding agenda item for Scrutiny January 2015 to consider both the WAO report but also longer term reporting requirements Delayed as a result of competing agenda items until 15.4.2015	21.1.15	Scrutiny Officer	GREEN
	Completed	Scrutiny undertaking a review of Child Sexual Exploitation. CSE event coordinated by Scrutiny with Children's Services	11.9.14	Scrutiny Officer and HoCS	GREEN
P5. Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the	Safeguarding as an agenda item for all briefings for the Cabinet Member for Education and Young People	All briefings include Safeguarding	30.11.14	HoCS and Chief Education Officer	GREEN
			30.11.14		
	Review availability of training for all staff and elected members	With the SEWSCB materials now available to offer online.	30.11.14	HoCS and Safeguarding unit	
	Scrutiny session on CSE.		31.12.14	HoCS and	

Proposal for Improvement	Actions required	Progress to date	Timescale When the proposal will be completed?	Lead Officer	RAG Status
Councils corporate policy on safeguarding	Safeguarding sessions for elected members	Further sessions to be planned		Safeguarding unit	
P6. Identify and agree an appropriate internal audit programme of work for safeguarding	Clarify internal audit plan to include safeguarding	To be included in the 2015/16 audit plan	31.3.15	HoCS	



Report

Cabinet

Part 1

Date: 8th June 2015

Item No:

Subject **Wales Audit Office Certificate of Compliance**

Purpose To present Cabinet with the Certificate of Compliance issued by the Wales Audit Office (WAO) following an audit of the council's Improvement Plan 2015-16,

Author Debra Wood-Lawson, Head of People and Business Change

Ward All

Summary As part of the programme of regulatory activity the Auditor General has issued the council with a Certificate of Compliance following an audit of the Improvement Plan 2015-16. This is the first of two certificates that the authority will aim to achieve in each financial year, the second certificate will be as part of the Assessment of Performance Audit and the council's arrangements to secure continuous improvement.

Proposal **Cabinet is requested to**

- Note the positive outcome of the Certificate of Compliance in relation to the council's Improvement Plan 2015-16

Action by Cabinet

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Background

As part of the programme of regulatory activity the Auditor General has issued the council with a Certificate of Compliance following an audit of the Improvement Plan 2015-16.

This is the first of two certificates that the authority will aim to achieve in each financial year, the second certificate will be as part of the Assessment of Performance Audit and the council's arrangements to secure continuous improvement.

The Certificates of Compliance have replaced the two 'letters' previously issued to the authority. Through this Certificate the Auditor General for Wales Certifies that:

"...I have audited Newport City Council's (the Council) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my code of Audit Practice"

And

"...I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties."

Financial Summary:

The financial implications of actions and projects identified by this and other regulatory work will be reported and considered in the normal way, in accordance with the council's financial plans and regulations.

Risks:

As with the financial implications above, each individual action and wider Improvement Planning agenda will consider risk management practices and policy

Links to Council Policies and Priorities:

The Improvement Plan, Review and associated regulatory work all contribute to the council's key plans

Options available:

- A) To note the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the Improvement Plan 2015-16
- B) To disregard the Certificate

Preferred Option and Why:

Preferred option is (A) The Certificate of Compliance is positive and confirms that the council has discharged its duties under the Local Government Measure 2009 with regards to Improvement Planning

Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

Comments of Monitoring Officer

There are no legal implications arising from the Report. The WAO Certificate of Compliance confirms that the Council has discharged its statutory duties in respect of improvement reporting in accordance with the requirements of the Local Government Measure 2009..

Staffing Implications: Comments of Head of People and Business Change

There are no direct staffing implications arising from this report. As report author my comments are captured within this report.

Comments of Cabinet Member

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

Local issues

None

Background Papers

Wales Audit Office Certificate of Compliance

Dated: 19th May 2015

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Certificate of Compliance

Audit of Newport City Council's 2015-16 Improvement Plan

Certificate

I certify that I have audited Newport City Council's (the Council) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Council to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Council is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Council has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Council has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Council can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Council's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.



HUW VAUGHAN THOMAS

AUDITOR GENERAL FOR WALES

CC: Leighton Andrews, Minister for Public Services

Non Jenkins, Manager

Martin Gibson, Performance Audit Lead

Report

Cabinet

Part 1

Date: 8th June 2015

Item No:

Subject Corporate Risk Register Update

Purpose To present an updated Corporate Risk Register

Author Debra Wood-Lawson, Head of People and Business Change
Hannah Brayford, Project Manager, Business Improvement and Performance

Ward All

Summary This report contains the latest update of the Corporate Risk Register. There are eight risks identified in the register, 1 high risks and 7 medium risks. Since the last update assessments of 6 risks remain unchanged and 2 risks have reduced.

Proposal **Cabinet is asked to**
Note the contents of the Corporate Risk Register and request a further update at the September 2015 meeting

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Deputy Leader
- Audit Committee
- Head of Law and Standards
- Head of People and Transformation
- Head of Finance
- Head of Customer and Information Services

Signed

Background

1. Corporate Assessment

As part of its governance arrangements the Council has a risk management strategy and a corporate risk register is monitored twice a year. Through the Corporate Assessment these documents were recognised by the Wales Audit Office although the conclusions of the Corporate Assessment were that risk management arrangements within the organisation are in need of improvement.

2. Risk Management Strategy

The Risk Management Strategy was agreed by Cabinet in September 2014. It was updated to reflect a revised approach to risk management and improved processes for identifying and escalating risk. Potential benefits of an improved risk management approach are improved decision making, avoidance of shocks and the ability to mitigate threats and take advantage of opportunities.

The strategy includes six key areas where risks are identified and managed:

- Decision Making Process
- Revenue and Capital Monitoring
- Change and Efficiency Programme
- Service and Improvement Planning
- Horizon Scanning Activities
- Information Risk Management

3. Role of Audit Committee

Since the introduction of the Local Government Measure 2011 the local authority's Audit Committee have a role in reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. Processes and Strategies about risk management should be reviewed by the Committee however the content of the risk register including setting and changing risks included in the register is *not* the role of the Audit Committee.

4. Risks updated in this report

Not all risks are due to be updated quarterly, some were considered to be more longer terms risks and therefore a six monthly update was sufficient. The risks due to be updated in this report are:

- Risk 2 Ageing Population
- Risk 3 Total Reward
- Risk 4 Welsh Language
- Risk 5 Reducing budgets statutory services
- Risk 7 Friars Walk

All risks will be updated in the September 2015 report

5. Closed Risks

The table below details the following closed risks from the Corporate Risk Register

Date	Risk	Closure Details
September 2014 - April 2015	<i>Risk Title: Delivering a Balanced Budget</i> <i>Risk Description: That the savings required to deliver a balanced budget in the following year cannot be achieved</i>	In November 2014 this risk was scored as probability 1 and impact 1. This was because a balanced budget was drafted and being progressed through the council's decision making hierarchy. A balanced budget was approved by Cabinet and Council in February 2015 and this risk is now considered to be closed.

Financial Summary

- There are no direct costs associated with this report

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the strategy and process are not robust enough to capture all high risks	M	L	Reviewing, testing and embedding processes to ensure that they are fit for purpose	Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Robust risk management practices increase the chances that all of the council's priorities and plans will be implemented successfully

Options Available

- To endorse the Corporate Risk Register
- To take no further action

Preferred Option and Why

The preferred option is 1. An up to date risk register will ensure that the Council has appropriate risk management arrangements and that Recommendations made during the Corporate Assessment are addressed.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan

Comments of Monitoring Officer

The Council's corporate governance arrangements are an integral part of the risk management strategy, in ensuring that all decisions are made lawfully and constitutionally and that all risks are identified, assessed and mitigated. The absence of successful call-in and legal challenges demonstrates that these arrangements are robust. However, as part of the review of the Constitution, improvements in the Report templates will be considered to further embed risk management principles within the decision-making processes. The Local Government (Wales) Measure 2011 required the Council to establish a stand-alone Audit Committee with statutory responsibility for reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. However, the identification of corporate risks, for inclusion within the risk register, is an executive decision for Cabinet.

Staffing Implications: Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

Risk management is a key element of the Council's improvement programme and the Administration's commitment to ensuring strong corporate governance and robust performance management.

Comments of Cabinet Member

Report author to confirm that the Cabinet Member has approved the report for consideration by cabinet.

Local issues

none

Scrutiny Committees

The Risk register is also considered by Audit Committee. Meetings with the committee have resulted in some changes in format and layout of the register.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Consultation

As above, the Risk Register is also considered by Audit Committee

Background Papers

Corporate Assessment, Cabinet 21st October 2013

Corporate Risk Register, Cabinet 13th January 2014, Audit Committee 30th January 2014.

Draft Corporate Risk Management Strategy, Cabinet, 12th May 2014

Draft Corporate Risk Management Strategy Audit Committee 29th May 2014

Corporate Risk Management Strategy and Register, Cabinet, 8th September 2014

Corporate Risk Management Strategy and Register, Audit Committee, 18th September 2014

Corporate Risk Register, Cabinet, 8th December 2014

Corporate Risk Register, Audit Committee, 22nd January 2015

Corporate Risk Register, Cabinet, 13th April 2015

Corporate Risk Register, Audit Committee, 28th May 2015

Dated: 19th May 2015

Risk Management Roles and Responsibilities

The roles and responsibilities of individuals and groups are set out below:

Role	Responsibility
Cabinet and Cabinet Members	To work with Strategic Directors and Heads of Service to define, assess and manage corporate risks. To work with Heads of Service to manage risks within their service delivery portfolios To consider corporate risks as part of the decision making process
Members	To be aware of the corporate risks and to consider risk management in scrutiny meetings and regulatory committees
Audit Committee	To take an overview of the processes involved in managing risk in the council To receive regular reports on the corporate risk register and risk management processes
Strategic Leadership Team	To work with Cabinet Members and Heads of Service to define, assess and manage corporate risks To monitor risks in the risk register To recommend additions and revisions to the risk register To initiate mitigating action for escalating risks To ensure risks are assessed accurately
Heads of Service	To work with Cabinet Members and Strategic Directors to define, assess and manage corporate risks To work with the Cabinet Member to manage risks To implement mitigating action for escalating risks To recommend mitigating action for corporate risks to the appropriate decision making body To ensure risks are assessed accurately
Senior Information Risk Owner (SIRO)	To leading and foster a culture that values, protects and uses information for the success of the organisation and benefit of its customers To own the organisation's overall information risk policy and risk assessment processes and ensuring they are implemented consistently by Information Asset Owners (IAO's) To advise the Chief Executive or relevant accounting officer on the information risk aspects of the Council's annual governance statement To own the organisation's information incident management framework
Report Authors / Project Managers / Officers	To be aware of corporate risks and the service area risks the impact on their areas of work To consider the risk register when preparing project documentation and recommending action through decision making processes To recommend mitigating action for escalating risks To implement mitigating action for risks arising through the course of normal service delivery To ensure risks are assessed accurately

Corporate Risk Management Strategy September 2014

Assessing Risk

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

Risk Assessment Matrix

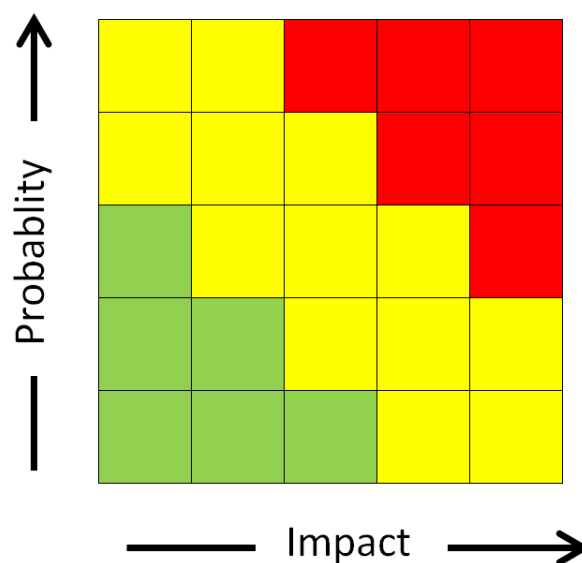
A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix one.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

Risk Matrix



Impact Matrix

RATING	SEVERITY OF IMPACT	GENERAL DESCRIPTION	IMPACT FACTORS						
			Strategic	Operational	Financial Management	Resources	Governance	Health & Safety	Reputation
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	Unplanned budgetary disturbance <£100k	Loss of asset/money with value >£2k		Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	Unplanned budgetary disturbance £100-£500k	Loss of asset/money with value £2-10k	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution
3	Medium	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	Unplanned budgetary disturbance £500k-£2M	Loss of asset/money with value £10-50k	Adverse WAO report. Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (eg several institutions), adverse local press, complaint/s upheld by Ombudsman
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or major disruption of several service areas for a shorter period	Unplanned budgetary disturbance £2-5M	Loss of asset/money with value £50-100k	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of policy/procedures, Significant fraud relating to several employees	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder group. Adverse national press
5	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	Unplanned budgetary disturbance >£5M	Loss of asset/money with value >£100k	Severe service failure resulting in WAG intervention/special measures Widespread significant fraud	Death of employee(s)	Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

Score	General Description	Definition
1	Very Low probability	2% chance of occurrence
2	Low probability	5% chance of occurrence
3	Medium probability	10% chance of occurrence
4	High probability	20% chance of occurrence
5	Very high probability	50% chance of occurrence

RISK 1: Social Services and Well-being (Wales) Act 2014

That the Act potentially places significant duties on the Authority that the organisation does not have the finances to fulfil and/or existing services are compromised.

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2015	9	3	3	Reduced	September 2015
	August 2014	16	Medium probability	Medium Governance impact	<i>As more details of the act become known the amount of uncertainty involved in the implementation of the act reduced and therefore the level of risk reduces</i>	
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Specific details and guidance for the Act is being produced. Officers are participating in Working Groups with Welsh Government to formulate and influence the guidance. • Work is being undertaken on eligibility criteria • Staff are being regularly informed of progress • Possible implementation of the Act is planned for March 2015 onwards • Big emphasis on prevention and early intervention • Possible funding available for Welsh authorities 					
Responsible Officer: Strategic Director People						
Responsible Cabinet Member: Cabinet Member for Social Care and Wellbeing						
Scrutiny Committee: Community Planning and Development (Adults), Learning, Caring and Leisure (Children's)						

RISK 2: Increasing Ageing Population

That an increasing percentage of the population are over 65 are this puts an increasing strain on demand led services, particularly those that are statutory in nature

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2015	12	4	3	Unchanged <i>Budget savings requirements may affect the councils ability to deliver the control strategy</i>	September 2015
	March 2015	12	High probability	Medium Financial Management Impact		
	August 2014	8				

Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Focussing on preventative measures and developing resources for prevention and early intervention with colleague agencies to reduce pressure on more acute statutory services • Transforming existing services to provide an optimal care pathway for older people focussing on independence and re-ablement • Implementing through project management approach with strong management and performance monitoring • Development of a long term dialogue with communities aiming to strengthen community resilience and capability • Development of a whole council approach to building community resilience
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Responsible Officer: Strategic Director People

Responsible Cabinet Member: Cabinet Member for Social Care and Wellbeing

Scrutiny Committee: Community Planning and Development

RISK 3: Total Reward

That the complex and contentious tensions inherent to the Single Status pay and grading review delay the project implementation.

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2015	12	3	4	Unchanged	September 2015
	March 2015	12	Medium probability	High Strategic Impact	Following a ballot of trade union members the NCC SS Pay and Grading Proposals were overwhelmingly supported and on the 18 May 2015 the relevant recognised trade unions agreed to the Collective Agreement in full.	
	November 2014	16				
	August 2014	20				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Critical assessment of management, process and component information is ongoing in order to identify and address any false outcomes that may have an adverse effect on project margins. • Continued communication with key stakeholder updating them of progress and maintaining and developing open lines of communication. • Strong project governance and resource monitoring. • Adjusting focus from collective bargaining to implementation of the agreement including the Job Evaluation Appeals Procedure, managing through to pay, and consideration payments. • Undertaking a critical review of outstanding equal pay matters. 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Cabinet Member for Human Resources and Assets						
Scrutiny Committee: Community Planning and Development						

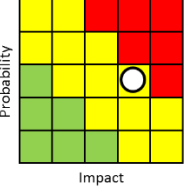

RISK 4: Welsh Language Standards

That the authority cannot fully satisfy the requirements of the Welsh Language Act and that this results in significant fines and potential court proceedings

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2015	16	4	4	Unchanged <i>While progress has been made the risk remains high and there is still some work needed to better understand the current Welsh Language capacity of the council and what the future needs may be.</i>	September 2015
	March 2015	16	High probability	High Governance Impact		
	November 2014	16				
	August 2014	16				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Strategic equalities group now overseeing implementation • Project plan agreed and in place • Translator employed and based with Caerphilly CBC to enable both authorities to work in partnership • Extended provision of Welsh language courses provided by Caerphilly CBC • Early engagement with Welsh Language groups in the area, providing support and expertise for the development of the Welsh Language Standards action plan (in development) • Welsh Language included in Service Plans • Increasing awareness of the Welsh Language Standards across the authority 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Cabinet Member for Human Resources and Assets						
Scrutiny Committee: Community Planning and Development						

RISK 5: Reducing budgets and the delivery of Statutory Services

That reducing budgets compromises statutory services to the point where that are not fully or consistently delivered over the course of the Medium Term Financial Plan

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2015	12	3	4	Unchanged 	September 2015
	March 2015	12	Medium probability	High Governance Impact	<i>Budget setting and monitoring processes are set up to protect statutory services as far as possible for the 15/16 budget.</i>	
	November 2014	12				
	August 2014	12				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> Specifically identifying savings to protect statutory services Provision and monitoring of the Medium Term Financial Plan Budget setting process protects statutory services Current proposals for 15/16 do not impact on statutory services Significant medium term savings yet to be developed and therefore a risk that statutory services could be impacted in the longer term 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader						
Scrutiny Committee: Community Planning and Development						

RISK 6: Safeguarding						
That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2015	8	2	4	Unchanged	September 2015
	August 2014	8	Low Probability	High Governance Impact	<i>There are no significant changes affecting the level of risk in this area of work. Current actions and control strategies remain effective and in place</i>	
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Safeguarding Action Plan agreed and implementation underway • Continuous review of policies and procedures • Partnership working • Raising awareness of policies and procedures with staff • Appointment of a Service Manager for Safeguarding 					
Responsible Officer: Strategic Director - People						
Responsible Cabinet Member: Cabinet Member for Education and Young People, Cabinet Member for Social Care and Wellbeing						
Scrutiny Committee: Learning, Caring and Leisure						

RISK 7: Investment in Friars Walk Development

That the development does not realise its target value and the developer is unable to sell or re-finance the scheme to repay the loan

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2015	6	2	3	Reduced	September 2015
	March 2015	8	Low Probability	Medium Financial Management Impact	<i>More retailers have taken up pre-let agreements, and this is followed up by increased marketing for the retail centre. This reduced the risk of being unable to sell the development upon completion</i>	
	November 2014	12				
	August 2014	12				

Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Financial Appraisals independently verified by Deloittes • Financial modelling undertaken based on different yields, voids rates and rental levels • Retail and Leisure anchor stores secured (Debenhams and Cineworld) and other major store units now leased. • Robust and tested Funding Agreement, Development Agreement and Lease • Safeguards built in to mitigate financial risks • Council able to exercise step-in rights • Monthly meetings with Developers to monitor progress • (See Council Report 26th November 2013)
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Responsible Officer: Strategic Director – Place

Responsible Cabinet Member: Cabinet Member for Regeneration and Development

Scrutiny Committee: Streetscene, Regeneration and Safety

RISK 8: Information Governance						
That the council does not have adequate arrangements in place to protect the data in holds and that this results in significant fines and reputational damage						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	March 2015	6	3	2	Unchanged	September 2015
	August 2014	6	Medium Probability	Low Reputational Impact	<i>There are no significant changes affecting the level of risk in this area of work. Current actions and control strategies remain effective and in place</i>	
Current Action Status / Control Strategy		<ul style="list-style-type: none"> • Information Risk Management Policy • Annual Information Risk Report 2013/14 complete and associated action plan being implemented, Annual Information Risk Report 2014/15 compiled shortly with action plan for the coming year • Wales Audit Office (WAO) review of Information Governance 2014, (report pending) with findings to be incorporated into action plan (as above) • Senior Information Risk Owner role (SIRO) in place and on-going • Information Governance Group • Staff training and awareness raising • Policies and Procedures including investigation of all reported security incidents and staff communications where appropriate • Management of information risk register • Compliance with PSN (Public Services Network) and PCI-DSS (Payment Card Industry Data Security Standards) • Management of information security incidents 				
Responsible Officer: Chief Executive, Head of Customer and Information (SIRO)						
Responsible Cabinet Member: Deputy Leader						
Scrutiny Committee: Community Planning and Development						

Report

Cabinet

Part 1

Date: 8th June 2015

Item No:

Subject **Capital Programme Outturn 2014/15**

Purpose The report reviews the outturn of capital expenditure for the 2014/15 financial year, and requests approval of budget carry forwards to fund slippage of expenditure into the new financial year.

Author Capital & Fixed Assets Accountant

Ward All Wards

Summary The report updates Cabinet on the final outturn position for capital programme schemes in 2014/15 and requests carry forwards required as a result of slippage.

The report lists capital receipts achieved in 2014/15 and highlights the balance of unutilised receipts available for future use.

The report highlights the balances remaining in the School Works and General Capital Works reserve accounts to fund schemes in 2015/16.

Proposal **To note the outturn position for the 2014/15 capital programme and to approve budget carry forwards requested to cover slippage into 2015/16.**

To note the balance of Useable Capital Receipts as detailed in the report.

Action by Head of Finance

Timetable Immediate

This report was prepared after consultation with:

- Heads of Service
- Accountancy teams for relevant service areas
- Relevant Service Area Project Managers
- NORSE Property Services

Signed

Background

- In February 2014, the Council approved a four year Capital Programme to cover the financial years 2014/15 to 2017/18 totalling £80.551 million. Over the course of 2014/15 updates have been made and since the last 'Capital Monitoring and Additions' report to Cabinet in their March 2015 meeting, grant award changes have updated the 2014/15 final budget position. The table below shows the grant changes:

Report / Scheme Change	Portfolio	Budget Change (£000's)
February Monitoring & Additions Report		52,432
<i>Schools Challenge Cymru</i>	<i>Education & Young People</i>	9
<i>Vibrant & Viable Places</i>	<i>Regeneration & Development</i>	(853)
<i>WiFi in Public Transport</i>	<i>Human Resources & Assets</i>	320
<i>Disabled Facilities Grants</i>	<i>Social Care & Well-being</i>	100
<i>Substance Misuse Action Fund</i>	<i>Social Care & Well-being</i>	146
<i>Energy Efficiency</i>	<i>Social Care & Well-being</i>	6
Final Budget 2014/15		52,160

- The table below shows the final position on the budget for 2014/15 and also the remaining three years of the programme to 2017/18, not including the slippage requested in this report:

Report	2014/15 £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's	Total £000's
Original Programme	42,619	12,222	11,414	14,296	80,551
2015/16 Budget & MTFP Report	47,092	15,973	28,629	20,063	111,757
February 2015 Monitoring & Additions Report	52,432	16,083	28,629	20,063	117,207
Capital Programme Outturn Report 14/15 (this report)	52,160	16,083	28,629	20,063	116,935

- It is against this final 2014/15 budget that outturn is compared within this report. The final outturn for 2014/15 is summarised, along with carry forward requests for slippage, in Appendix A. The updated capital programme for 2015/16 including the requested slippage is shown in Appendix B. The 2015/16 Budget & MTFP Report included future budget figures based on 2014/15 forecast outturn at the time. The table below shows the summary remaining three year programme as it now stands following confirmation of the 2014/15 actual slippage figure:

2014/15 £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's	Total £000's
Actual	Budget	Budget	Budget	
27,197	39,993	27,813	20,063	115,066

Capital Expenditure Outturn for 2014/15

- Overall the capital expenditure outturn for 2014/15 was an underspend variance against budget of £24,963k. This includes £24,780k of projects that have slipped on delivery and therefore need to be carried forward into 2015/16 to complete the schemes. This gives a true underspend of £183k on projects that have completed.
- The table below shows the final approved capital programme allocations per Cabinet Member portfolio, compared to the final outturn to show the variance – split between slippage and true under/ over spend – position for each portfolio. Cabinet will note that the portfolios are under the old portfolio structures as these were changed towards the end of the financial year and for continuity,

are shown consistently for the whole financial year. The 2015/16 monitoring will be updated in line with the new portfolio structure as appropriate.

Cabinet Member Portfolio	Final Budget 2014/15	Final Outturn 2014/15	Variance: Slippage	Variance: (Under)/Over Spend on completed schemes
	£000's	£000's	£000's	£000's
Education & Young People	14,107	3,962	(10,013)	(132)
Leisure & Culture	991	205	(711)	(75)
Regeneration & Development	9,865	7,254	(2,804)	193
Human Resources & Assets	7,267	3,314	(3,563)	(390)
Licensing & Statutory Functions	320	11	(309)	0
Social Care & Well-being	3,675	3,356	(309)	(10)
Infrastructure	15,935	9,095	(7,071)	231
TOTAL	52,160	27,197	(24,780)	(183)

- The slippage for Education & Young People is predominantly due to unrealistic budgets being set in relation to 21st Century Schools schemes, failing to take into account delays in achieving spend due to the time taken to follow grant approval processes. The underspend is mostly due to the Cashless Catering System scheme costs being significantly lower than the original budget.
- The majority of the slippage in the Leisure & Culture portfolio is as a result of a handful of S106 funded schemes being delayed and therefore not commencing works until 2015/16. The underspend is attributable to the Replacement Equipment scheme completing at a much lower cost and the NISV Reen scheme not continuing as previously anticipated.
- The Regeneration & Development slippage is due to delays on schemes such as Gypsy Traveller Site Development and Fourteen Locks Restoration, as well as the late award of the Landlord Loan Scheme within the Vibrant & Viable Places Programme, which will be spent in 2015/16 as agreed by Welsh Government. The overspend is as a result of Newport Unlimited schemes where final payments made have been higher than the estimated retentions that were accrued for within the 2013/14 year end accounts.
- The slippage for Human Resources & Assets is made up of delays with many schemes such as IT Replacement and Property Asset Maintenance, but the largest contributor is the fact that the amounts Reserved for Change & Efficiency budget remains untouched awaiting schemes to be identified. As the Council works through and finalises its next iteration of the change and efficiency programme to meet increased financial challenges, we would expect this budget to be required in due course.
- Licensing & Statutory functions has only one scheme active – Development of CCTV Monitoring Service. Some equipment has been purchased, but the majority of works have been delayed due to links with other schemes and will now progress in 2015/16.
- The majority of the slippage in the Social Care & Well-being portfolio is due to external grant funding being made available to compliment and increase the NCC-funded annual allocation for Disabled Facilities Grants scheme, but expenditure for the year not increasing in line with this.

Another renovation grant, Safety at Home, has a small underspend on the 2014/15 allocation, with the remaining underspend for the portfolio relating to Substance Misuse Action Fund grants that did not progress beyond initial award stage.

- The high slippage value for Infrastructure is largely due to delays in orders within the Fleet Replacement Programme, and the deliberate slow progress (due to successful recycling initiatives) on the Waste Disposal Site scheme, as well as the re-profiling of the City Centre Bus Station Redevelopment scheme. Whilst two schemes have overspent – Market Square Interchange, as documented in previous reports, and SDR compensation payments, due to insufficient commitments being accrued for in the 2013/14 accounts – these have been offset by various underspends across the whole capital programme, one such example being the underspend on Highways Capital Annual Sums.

Update on Headline/ High Value Schemes

Education & Young People

- 21st Century Schools – works are on-going on the Nursery Education schemes, with four nurseries completed. Glasllwch Primary and Malpas Park Primary nurseries are currently in the construction phase and both are scheduled to be complete by August 2015. Two further nurseries are due to be available for September 2016 at Pentrepoeth Primary and Mount Pleasant Primary.
- Works are in progress on the Welsh Medium Primary project, with YG Ifor Hael and YG Bro Teyrnnon both well into the construction stage. The former is on programme to complete at the middle of May 2015 and the latter due to be completed by July 2015.
- Designs have been finalised on the new ASD project on the Gaer Primary site and tenders are due to be returned by the beginning of July, with construction expected to start on the creation of a Foundation Phase block in August 2015. This enabling project will then allow the new ASD school to emerge within the former Gaer Infant School building. Full completion is expected by January 2017.
- The design phase for the new Welsh Medium Secondary school is underway, and is currently at the building layout stage, with planning applications due to be submitted imminently. Works are expected to start on site in August 2015 to allow completion of the necessary works in time for the school to open in September 2016. Works will be phased and full completion is expected by September 2018.
- The design stage for the new Lodge Hill Primary has commenced, with the target date of September 2017 for the works to complete in time for the school to open. Full completion, including demolition and clearance of the sites, is expected to be by summer 2018.
- Flying Start – the main schemes this year were Maesglas Community Centre and Carnegie Library, along with remaining budgets for equipment at various Flying Start venues. Carnegie was completed before 31st March 2015 and Maesglas will be complete by mid-June 2015. The available grant funding for the year from Welsh Government has been spent, and NCC funding will need to slip into 2015/16 for remaining works.

Regeneration & Development

- Vibrant & Viable Places – full drawdown on the 2014/15 grant budget of £6,998k has been achieved, after further re-profiling of the three-year grant by Welsh Government. Whilst the core grant expenditure of £5,822k has been incurred, the £1,176k repayable Landlord Loan fund will be spent in 2015/16. The second year core grant allocation is £4,111k, and work will continue to ensure that eligible expenditure is incurred in a timely manner.

- Pillgwenlly European Regeneration Project – physical works are nearing full completion. The final grant claim to WEFO for ERDF monies will be submitted in June 2015, as per the deadline extension agreed. NCC match funding on this scheme will need to slip into 2015/16 so that it too can be spent by the project end date.

Infrastructure

- Bus Station/ City Centre Redevelopment – this scheme remains on schedule with works anticipated to complete by September 2015. Available grant funding was fully drawn down from Welsh Government during the financial year, so it is only NCC-funded works that have slipped into 2015/16.
- Highways Local Government Borrowing Initiative – work progressed steadily on this scheme, but due to delays several jobs have not completed by 31st March 2015. Welsh Government have approved requests from Local Authorities across Wales to allow slippage for expenditure committed but not yet spent.
- Fleet Replacement Programme – final spend for 14/15 was lower than anticipated, due to delays in the ordering and delivery of some vehicles by 31st March 2015. Slippage will be required into 2015/16 in line with planned expenditure.

Update on Capital Receipts

- The Cabinet-approved use of capital receipts to fund works relating to the Stephenson Street PRU and Llanwern High schemes has now been completed.
- The value of receipts earmarked for use as match funding for the 21st Century Schools Programme has continued to grow towards its target of £7.5m, with £1.5m being received during 2014/15. Officers remain confident that the target will be achieved within the next two years based on information from Norse Property Services, who forecast approximately £1m and £2m to be achievable in 2015/16 and 2016/17 respectively. The current position on capital receipts is shown on the next page.
- Proceeds from the disposal of vehicles during the year have been utilised to fund the purchase of new vehicles as agreed as part of the Fleet Replacement Programme.
- It was previously proposed to utilise in-year capital receipts to fund Equal Pay payments, but in determining the revenue outturn position it has been confirmed that these payments will be funded through revenue rather than capital. This has meant that the capital receipts received in 2014/15 have not had to be used. It also means that the £2m capital receipts from previous years earmarked for Equal Pay remains intact, and will not be required as the Pay Reserve that exists is sufficient to cover any future liabilities. It is therefore recommended that this £2m be earmarked towards the 21st Century Schools programme, and this will be actioned by officers as part of 2015/16 capital programme monitoring.
- The following table summarises the position with regards to available capital receipts as at the end of financial year 2014/15:

Asset Disposed	Receipts Balance b/f £	Receipts Received in Year	Receipts Utilised in Year	Total Available Receipts 2014/15	Receipts Earmarked For:				
					21st Century Schools	Llanwern High/ Newport High New Builds	Equal Pay Settlement	Fleet Replacement Programme	Relocation of PRU scheme
					£	£	£	£	£
Balance b/f 2013/14	5,328,690			5,328,690	3,257,553	24,000	2,000,000	42,022	5,115
50 High Street		31,312		31,312	31,312				
The Corn Exchange		550,000		550,000	550,000				
Land at Always (Bellway Homes)		320,000		320,000	320,000				
8 Gold Tops		218,500		218,500	218,500				
Vancouver Drive / 68 Western Ave		31,000		31,000	31,000				
Portfolio of five dwellings		52,000		52,000	52,000				
80-51 Tennyson and 34-38 Milton Road		113,000		113,000	113,000				
Land at Pencarn Way Duffryn to Panasonic		23,500		23,500	23,500				
16 Cross street Caerleon		26,826		26,826	26,826				
35 Commercial Road		75,000		75,000	75,000				
Land at Castle St / St Michaels St		20,000		20,000	20,000				
Unit 2 Mill Parade		33,000		33,000	33,000				
Land at Corporation Road		50,000		50,000	50,000				
124 Commercial Street		30,000		30,000	30,000				
Land at Usk Way		21,750		21,750	21,750				
Vehicle Disposals		214,478		214,478				214,478	
Receipts used to Finance 2014/15 Capital Expenditure			(280,423)		(825)	(24,000)		(250,483)	(5,115)
TOTAL NCC RECEIPTS	5,328,690	1,810,366	(280,423)	6,858,633	4,852,616	0	2,000,000	6,017	0

- The table below shows capital receipts held for Newport Unlimited, which are attributable to the previous joint arrangement between Newport City Council and Welsh Government. As reported previously, we are still awaiting a decision by Welsh Government as to clarification of what regeneration projects these funds can be used for.

Capital Receipts Held for Newport Unlimited	Balance b/f £	Receipts Received in Year £	Receipts Utilised in 2014/15 £	Balance c/f £
Balance b/f 2013/14	73,476			73,476
Land at Granville Street		35,900		35,900
TOTAL NU RECEIPTS	73,476	35,900	0	109,376

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Overspend against approved budget	L	L	Regular monitoring and reporting of expenditure in accordance with the timetables set by Cabinet/Council should identify any issues at an early Stage and allow for planned slippage of spend.	Corporate Directors / Heads of Service / Head of Finance
Programme growing due to unforeseen events	M	M	Good capital monitoring procedures and effective management of the programme should identify issues and allow for plans to defer expenditure to accommodate urgent works. Priority asset management issues are now being dealt with through a specific programme allocation.	Corporate Directors / Heads of Service / Head of Finance

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

- The programme supports a large number of the Council's aims and objectives.

Options Available

- To approve the changes to the Capital Programme as set out in the report, including use of capital receipts and re-allocation of the £2m capital receipts into the 21st Century Schools Programme.
- The Cabinet has the option not to put forward some or all of the changes to the Capital Programme set out in the report.

Preferred Option

- To approve the changes to the Capital Programme as set out in the report.
- To approve the proposal to change the use of capital receipts earmarked for Equal Pay.

Comments of Chief Financial Officer

These are detailed in the report.

Comments of Monitoring Officer

There are no legal issues arising from this report.

Staffing Implications: Comments of Head of People and Business Change

There are no direct HR implications associated with the report.

Comments of Cabinet Member

N/A

Local issues

As the report deals with the Capital Programme for the Authority as a whole, there are no local issues.

Scrutiny Committees

Please include a record of any consultation with scrutiny committees. Please add here details of any consultation and the outcomes.

Equalities Impact Assessment

N/A

Children and Families (Wales) Measure

N/A

Consultation

As set out in the early part of the report.

Background Papers

Capital Programme 2014/15 to 2017/18 – February 2014
Capital Programme Monitoring and Additions Report – July 2014
Capital Programme Additions Report – October 2014
Capital Programme Monitoring Report – November 2014
2015/16 Budget & Medium Term Financial Plan – February 2015
Capital Programme Monitoring and Additions Report – February 2015

Dated: 29th May 2015

APPENDIX A – Capital Programme Outturn 2014/15

SCHEME	BUDGET 2014/15	ACTUAL OUTTURN	TOTAL VARIANCE	SLIPPAGE	(UNDER)/ OVER SPEND	YEAR END COMMENT
EDUCATION						
New ASD Facility	816	3	(813)	(813)	0	NCC-funded element of scheme slipping into future years.
Stephenson Street - Relocation of Pupil Referral Unit	12	18	6	0	6	Scheme complete, small overspend funded by revenue.
Replacement Hartridge High School	65	36	(29)	(29)	0	Some outstanding Highways works required - slippage requested.
21st Century Schools - Nursery Education Provision	1,000	266	(734)	(734)	0	Project ongoing, 4 nurseries completed, further 2 commenced works, with others to follow.
21st Century Schools - Welsh Medium Primary Provision	981	853	(128)	(128)	0	One school completed April 2015, the other due to complete in August 2015.
21st Century Schools - Capacity Building for Pupils with ASD	996	245	(751)	(751)	0	Designs finalised during 14/15, currently out to tender. Full completion anticipated January 2017.
St Julians - End to End IT System	530	548	18		18	Project complete, fully funded by school borrowing.
PEP	294	82	(212)	(212)	0	Delays in purchasing substantial value items has resulted in a request for slippage.
Flying Start	918	847	(71)	(71)	0	The main schemes for 14/15 Carnegie and Maesglas were complete at the end of March. Councils contribution of £35k will be spent in 15/16. Underspend from 13/14 has been spent.
Primary Place Challenge	20	17	(3)	(3)	0	Individual schemes in design phase, works to commence in 15/16.
Welsh Medium Secondary School	6,000	257	(5,743)	(5,743)	0	Design and feasibility commenced following WG approval, works will progress in 15/16.
21st Century Schools - School Reorganisation - Lodge Hill New Build	0	0	0	0	0	Design stage has commenced, scheme to progress in 15/16 with completion anticipated September 2017.
21st Century Schools - Capacity Building - Replacement of Demountable	1,000	0	(1,000)	(1,000)	0	Business Justification Case being developed following grant approval, due to progress in 15/16.
Installation of a Catering Cashless System in all Primary Schools	150	5	(145)	0	(145)	Pilot scheme completed - full rollout taking place in 15/16 where budget already exists.
S106 – Improvement works to Bassaleg School	210	174	(36)	(36)	0	Project complete awaiting final costs from contractor - slippage requested.
S106 – Improvement works to St Julian's School	60	32	(28)	0	(28)	Scheme complete.
S106 - Pill Primary School Toilets	92	98	6	0	6	Scheme complete, small overspend covered within S106 monies.
Caerleon Lodge Hill School Site - S106 Project	1	0	(1)	(1)	0	Scheme complete retention accrued for
Marshfield Primary School Site S106 Project	1	0	(1)	(1)	0	Scheme complete.
Monnow Flying Start Scheme	204	188	(16)	(16)	0	Scheme substantially complete with final payments and retentions to be paid in 15/16.
Phase 2 Maes Ebbw Bach	0	0	0	0	0	Scheme complete.

S106 Project - Bassaleg School - Additional Classrooms	1	2	1	0	1	Scheme complete, minor overspend covered within S106 monies.
S106 Project - Lliswerry Primary - Enhance Curriculum Provision	9	0	(9)	(9)	0	Slippage requested to cover final retention payment in 15/16.
Duffryn High School Upgrade of Toilets	13	0	(13)	0	(13)	Scheme complete.
Lliswerry High Server Infrastructure Project	13	13	0	0	0	Scheme complete.
Updating and Amalgamation of ICT facilities for Lodge Hill Primary School	3	1	(2)	(2)	0	Minor slippage requested due to delay in final installations.
Ysgol Gymraeg Ifor Hael - Works to facilitate Nursery provision	3	0	(3)	0	(3)	Scheme complete.
Maesglas Primary School - Additional Storage	0	0	0	0	0	Scheme completed, remaining S106 budget used on Door Entry System below.
Maesglas Primary - Reception Door Entry System	7	6	(1)	0	(1)	Scheme complete.
Norse Review of Education Capital Programme	20	20	0	0	0	Strategic review completed.
Schools Challenge Cymru	151	150	(1)	0	(1)	Scheme complete.
St Julians School - Construction Facility	55	52	(3)	0	(3)	Scheme complete.
St Andrews Primary 3FE Works	482	18	(464)	(464)	0	Scheme has commenced, due to complete in 15/16.
Prior Year Scheme Accruals	0	31	31	0	31	Overspend due to Lliswerry Performing Arts Centre scheme, insufficient retention accrued in 13/14.
Sub total Education	14,107	3,962	(10,145)	(10,013)	(132)	
LEISURE & CULTURE						
Medieval Ship - Purchase of Freeze Drier	23	11	(12)	(12)	0	Slippage required in line with the timetable for freeze drying - remaining budget to be spent when complete.
Sport & Leisure Equipment replacement	69	18	(52)	0	(52)	Equipment purchased, remaining budget no longer required.
NISV Reen Improvements	24	0	(24)	0	(24)	No further works planned or required.
Central Library - External Refurbishment	8	8	0	0	0	Scheme to be progressed further with new budget allocation in 15/16.
Lliswerry Recreation Ground Changing Rooms	235	6	(229)	(229)	0	Additional funding is being sought for scheme to progress properly in 15/16.
Digitisation of the Riverfront Theatre	2	0	(2)	0	(2)	Scheme complete.
Caerleon Library	40	0	(40)	(40)	0	Scheme postponed - spend now expected early 15/16.
Graig Ward Play Facilities	13	0	(13)	(13)	0	Scheme progress slow, due to begin works in 15/16.
Newport Tennis Centre Office Accommodation	160	158	(2)	0	(2)	Scheme complete.
Maplewood Play Area	417	0	(417)	(417)	0	Scheme progress slow, due to begin works in 15/16.
Prior Year Scheme Accruals	0	6	6	0	6	Small overspend due to retention not sufficiently accrued for in 13/14.
Sub total Leisure & Culture	991	205	(786)	(711)	(74)	

REGENERATION & DEVELOPMENT						
Pill ERDF	1,136	1,015	(121)	(121)	0	Grant funding spent, NCC funded slippage required for 15/16 completion.
City Centre Redevelopment CPO Schemes	309	222	(87)	(87)	0	Scheme largely complete, some outstanding payments to be made in 15/16.
Education through Restoration - 14 Locks	122	1	(121)	(121)	0	Scheme to re-commence with new sources of funding, (all external) in 15/16.
Commercial Properties - Loan Scheme	0	0	0	0	0	Scheme complete.
Gypsy/ Traveller Site Development	1,300	0	(1,300)	(1,300)	0	Scheme postponed, expected to commence in 15/16.
Vibrant & Viable places Grant	6,998	5,822	(1,176)	(1,176)	0	Slippage relates to Landlord Loan Scheme, WG have approved expenditure in 15/16.
Slippage against Newport Unlimited Schemes	0	193	193	0	193	Overspend due to retentions on schemes insufficiently accrued for in 13/14 accounts. Offset by underspends across capital programme.
Prior Year Scheme Accruals	0	1	1	0	1	Negligible overspend due to variation in retentions accrued for in 13/14 accounts.
Sub total Regeneration & Development	9,865	7,254	(2,611)	(2,804)	193	
HUMAN RESOURCES & ASSETS						
Face to Face Contact Centre	27	0	(27)	0	(27)	Underspend as no longer required.
Replacement Schemes	617	278	(339)	(339)	0	Following review alternative options are being explored for business continuity provision in 15/16 - slippage requested.
Replacement of Printers/ Photocopiers	103	0	(103)	(103)	0	Not required in 14/15 but may be needed for 15/16.
Asset Management	1,537	834	(703)	(340)	(363)	NORSE could not spend the full allocation this financial year due to delays starting various schemes - slippage requested for post July schemes, pre-July is underspend.
Implementation of PROFILE system	100	0	(100)	(100)	0	Options are being appraised in more detail as part of the New Ways of Working project - slippage requested.
Scheme Preparation Allocation	80	23	(57)	(57)	0	Feasibility work for 14/15 has completed, remaining budget to slip into 15/16.
Corporate EDMS Roll Out	46	33	(13)	(13)	0	Options relating to New Ways of Working project being explored, which has delayed spend - slippage requested.
Demolition of Monnow Youth Building	1	0	(1)	(1)	0	Retention/fees outstanding - slippage requested.
Amount Reserved for Change & Efficiency Programme areas still to be confirmed.	2,036	0	(2,036)	(2,036)	0	Schemes have yet to be identified - allocation to be slipped into 15/16.
Superconnected Cities Broadband Voucher Scheme	100	62	(38)	(38)	0	Scheme ongoing, DCMS have extended grant funding for project into 15/16.
Superconnected Cities WiFi in Public Buildings	2,300	1,765	(535)	(535)	0	Works ongoing, due to complete in 15/16.
Superconnected Cities Public Transport WiFi	320	320	0	0	0	Scheme complete.
Sub Total Human Resources & Assets	7,267	3,314	(3,953)	(3,563)	(390)	

LICENSING & STATUTORY FUNCTIONS						
CCTV - 24/7 Team - Development of CCTV Monitoring Service	320	11	(309)	(309)	0	Linked with network infrastructure project. Some equipment purchased, with the remaining budget to be spent in 2015/16.
Sub Total Licensing & Statutory Functions	320	11	(309)	(309)	0	
SOCIAL CARE & WELL-BEING						
Empty Homes Schemes	20	0	(20)	(20)	0	Some spend on Works in Default, remaining budget to slip into 15/16.
Works In Default	29	29	0	0	0	Schemes progressing.
Telecare Service Equipment	83	68	(15)	(15)	0	Works on-going, slippage requested.
Peterstone Sewage Scheme	68	0	(68)	(68)	0	Awaiting legal challenge submitted by residents to be resolved before any construction on this scheme can be undertaken.
Renovation Grants (DFGs)	1,453	1,246	(207)	(207)	0	Schemes for 14/15 completed, client take-up expected to increase in 15/16 so slippage requested.
Renovation Grants (Energy Efficiency)	414	414	0	0	0	Scheme complete for 14/15.
Renovation Grants (Safety At Home)	300	297	(3)	0	(3)	Minor underspend on annual allocation.
Equipment for Disabled Grant (GWICES)	165	165	0	0	0	Annual allocation spent/ complete.
Refurbishment of the Special Needs unit at Brynglas ATC	370	370	0	0	0	Scheme complete.
Intermediate care Fund - Blaen-y-pant now Parklands	501	501	0	0	0	Scheme complete.
Substance Misuse Action Plan Fund	272	264	(8)	0	(8)	Schemes for 14/15 complete.
Sub Total Social Care and Wellbeing	3,675	3,356	(319)	(309)	(10)	
INFRASTRUCTURE						
Highways Local Government Borrowing Initiative - Final year	1997	1,829	(168)	(168)	0	Welsh Government have approved slippage of remaining spend to 15/16.
Flood Risk Regulation Grant	137	61	(76)	(76)	0	Expenditure plan agreed by WG - 2 year programme to be completed April 2016.
Bus Station - City Centre Redevelopment	3520	3,139	(381)	(381)	0	Scheme due to complete by September 2015.
Devon Place Footbridge	0	0	0	0	0	Removed from capital programme as aborted.
Development of Travel Plan (Simon Nichols)	45	41	(4)	(4)	0	11 months of costs in 14/15 - small slippage requested from WG.
George Street/ Lower Dock Street Junction Improvements	720	624	(96)	(96)	0	Scheme substantially complete, slippage requested to cover remaining works in 15/16.
Footway Improvements - Marshfield Road	16	15	(1)	0	(1)	Scheme complete.
Provision of Bus Shelters and infrastructure at Corporation Road	18	1	(17)	(17)	0	Design completed but works delayed, due to progress in 15/16.

Improvements to the Wales Coast Path	142	148	7	0	7	Scheme complete. Small overspend on grant funded budget met from NCC own funds.
Decommissioning of Public Toilets	20	0	(20)	(20)	0	No progress since last update. Hoped to progress in 15/16 - slippage requested.
Closure of Nurseries	20	12	(8)	(8)	0	The nursery at Tredegar House has now been relocated.
Waste Disposal Site Finishing & Development Works	2838	588	(2,250)	(2,250)	0	Works delayed as life of the current tipping area was extended. Progress will accelerate in 15/16.
Highways Capitalised Maintenance (Annual Sums)	300	143	(157)	0	(157)	Schemes complete for 14/15. Underspend here used to offset overspend on Market Square Interchange scheme.
Fleet Replacement Programme	5516	1,578	(3,938)	(3,938)	0	Vehicles purchased and delivered in 14/15 were less than forecast, scheme continues to progress in 15/16.
Maesglas Streetscene Depot - Tredegar House Nurseries	100	50	(50)	(50)	0	Transferring the nursery from Tredegar House to Maesglas Depot is complete.
Active Travel Mapping	17	0	(17)	(17)	0	No spend on this as mapping took much longer than anticipated. WG have advised that budget can be carried forward to 15/16.
Active Travel - Newport to Cardiff Cycle way	152	150	(2)	0	(2)	Scheme complete, small underspend on grant funding.
Newport Strategic Network - Lliswerry to Corporation Road (Missing Link)	170	159	(11)	0	(11)	Scheme complete, underspend on grant funding.
Eye Corner Railway Station Development Works	74	48	(26)	(26)	0	WG have confirmed that final costs can be spent in 15/16.
Part Night Lighting Scheme	82	62	(20)	(20)	0	Slippage requested to allow the replacement of LED gear trays in 15/16.
River Usk Corridor Planting	31	31	0	0	0	Scheme complete.
All Movement Signal Controlled Junction Queensway Lliswerry	17	15	(2)	0	(2)	Scheme complete.
Market Square Interchange	0	172	172	0	172	Complete. Overspend funded via underspend on annual sums and revenue contribution.
Prior Year Scheme Accruals	0	226	226	0	226	Works completed - overspend relates mainly to SDR compensation payments, offset by underspends across the capital programme.
St Julian's Park Ecological Translocation Site	3	3	0	0	0	Scheme continuing into 2015/16 and 2016/17.
Sub total Infrastructure	15,935	9,094	(6,840)	(7,072)	232	
TOTAL COST OF PROGRAMME	52,160	27,197	(24,963)	(24,780)	(182)	

APPENDIX B – Changes to the Approved 2015/16 Capital Programme

SCHEME	Original Approved 2015/16 Budget (Feb) £000's	Slippage Change £000's	Adjusted 2015/16 Budget £000's
EDUCATION & YOUNG PEOPLE			
STEP 4	594	118	712
New ASD Facility	0	813	813
21C Schools - Nursery Education Provision	373	-38	335
21C Schools - Welsh Medium Primary Provision	333	-225	108
21C Schools - Capacity Building for Pupils with ASD	866	-115	751
21C Schools - School Reorganisation - Lodge Hill New Build	2,500	0	2,500
21C Schools - Capacity Building - Replacement of Demountables	1,750	250	2,000
21C Schools - Welsh Medium Secondary (WM2) Project	5,750	-7	5,743
Duffryn - Additional Funding	0	0	0
Primary Place Challenge	480	3	483
Installation of a catering Cashless System in all Primary Schools	290	-140	150
Bassaleg Comprehensive School - Security Fencing	280	0	280
Llanwern High School	0	29	29
Flying Start schemes	0	71	71
S106 Improvement Works to Bassaleg School	0	36	36
S106 Caerleon Lodge Hill School Site	0	1	1
S106 Marshfield Primary School	0	1	1
S106 Lliswerry Primary Toilets	0	9	9
Upgrade ICT Facilities Lodge Hill	0	2	2
Monnow Flying Start	0	16	16
St Andrews Primary 3FE Works	0	464	464
LEISURE & CULTURE			
Leisure Booking System - Replacement computers	0	0	0
Sport & Leisure Fitness Equipment Replacement Programme	49	-49	0
IT Solutions for Resource Management Systems (Gladstone)	0	0	0
Box Office Management Solutions Software	0	0	0
NISV Reen Improvements	20	-20	0
Medieval Ship - Purchase of Freeze Drier	15	-3	12
Lliswerry Recreation Ground Changing Rooms	225	4	229
Provide & Improve Caerleon Library	35	5	40
Graig Area Play Facilities	306	13	319
Central Library Structural Works	500	0	500
Maplewood Play Area	0	417	417
REGENERATION & DEVELOPMENT			

Education through Restoration: Fourteen Locks	72	49	121
Gypsy Traveller Site Development	650	0	650
Vibrant & Viable Cities Grant	4,042	1,176	5,218
Pill ERDF	0	121	121
City Centre Redevelopment CPO Schemes	0	87	87
IT, HR & ASSETS			
Print 2010 - Managed Printer Service	0	0	0
Asset Management	2,012	-172	1,840
Replacement of High Volume Printing/ Copying Machines	0	103	103
IT Replacement Schemes	550	339	889
Implementation of PROFILE (HR self-serve) System	100	0	100
Preparatory Works Allocation	100	57	157
Superconnected Cities Broadband Voucher Scheme	350	38	388
Superconnected Cities Public Buildings WiFi	0	535	535
Corporate EDMS Rollout	0	13	13
Demolition of Monnow Youth Building	0	1	1
Amount Reserved for Change & Efficiency Programme (Schemes to be confirmed)	4,219	150	4,369
LICENSING & STATUTORY FUNCTIONS			
CCTV	270	39	309
SOCIAL CARE & WELLBEING			
Appliances/Equipment for Disabled	165	0	165
Telecare Service Equipment	33	-18	15
Renovation Grants	1,436	207	1,643
Peterstone Sewage Scheme	63	5	68
Residential Unit with 6 places for young people with acute complex needs	250	0	250
Empty Homes Schemes	0	20	20
INFRASTRUCTURE			
Maintenance, Footways and Street Lighting	500	0	500
Fleet Replacement Programme	3,034	518	3,552
Waste Disposal site - Finishing & Development works	879	362	1,241
Bus Station- City Centre Redevelopment	1,740	-786	954
Decommissioning of Public Toilets	10	10	20
Devon Place Footbridge	1,790	-1,790	0
St Julian's Park Ecological Translocation Site	6	0	6
Development of Travel Plan (Simon Nichols)	45	4	49
Active Travel - Newport to Cardiff Cycleway	110	0	110
Highways LGBI	0	168	168
Flood Risk Regulation Grant	0	76	76
George St / Lower Dock St Junction Improvements	0	96	96

Bus Shelters and Infrastructure Corporation Road	0	17	17
Pye Corner Railway Station	0	26	26
Part Night Lighting Scheme	0	20	20
Active Travel Mapping	0	17	17
Maesglas Streetscene Depot - Tredegar House Nurseries	0	58	58
TOTAL COST OF PROGRAMME	36,792	3,201	39,993



Report

CABINET

Part 1

Date: 8TH June , 2015

Item No:

Subject Revenue budget year end position 2014/15

Purpose This report presents the revenue budget draft outturn for 2014/15, notes key budget issues in going forward and recommends use of the Council's underspend on its 2014/15 budget.

Author HoF

Ward N/A

Summary Following the completion of the majority of year end work, we are able to report a draft underspend (subject to audit) on Council services of £3,139k, which represents a 1.2% under-spend against the Council's net budget. In addition, the Council has not had to use its 'contingency' budget' and this adds a further £1,973k which can now be credited to Council reserves and spent in 2015/16 onwards.

Although some overspends are reported, most service areas generated under-spends during the year, largely achieved by limiting the recruitment of staff wherever possible. Coupled with improved performance as shown by achievement of our 'improvement objectives' and 'national PI's'; the delivery of services within decreasing budgets is a very good achievement.

The reported underspend outturn is larger than our January reported forecast under-spend position. The position here follows a general annual pattern of forecast overspending in first half of the year, which then reduces down to on-budget or slightly under budget by end of quarter three and then final outturn being more underspent. The HoF and Chief Executive will work with Directors and Heads of Service to improve this position.

Cabinet will now need to consider how they wish to allocate the 14/15 underspend for future spending. There remain a number of short to medium term challenges that the Council will need to fund from one off resources, including but not limited to:

- Implementation of the new pay and grading scheme and uncertain pressure on future pay deals in the public sector
- Funds required to implement the current change and efficiency programme plus also new costs associated with further savings which are required over the medium- term

A review of reserves and their ability to fund one-off resources has been completed to support this report, and we have recommended the use of the underspend in line with these findings.

Proposal That Cabinet

1. Note the draft outturn, which is subject to audit and the major variances for the year (paragraphs 3-4);
2. Note the current level of general and specific reserves and approve the use of and contributions into reserves already made as part of the 2014/15 outturn and the extended risks now covered by the 'pay reserve' shown in Appendix 2;
3. To approve the allocation of the 2014/15 underspend into new/existing reserves as recommended (paragraphs 8-11)

Action by HoF allocate underspend in line with Cabinet decision

Timetable Immediate, to meet draft publication deadline for 2014/15 accounts

This report was prepared after consultation with:

- Chief Exec
- Directors
- Head of Law & Standards
- Head of HR and Business Change

Signed

Background

1. Budget monitoring is a key part of the Councils financial control framework, and Cabinet receive regular budget monitoring reports highlighting year end forecasts and significant risks to the forecast position.
2. The majority of work on the draft outturn position as at the 31 March 2015 has now been completed, and we are asking Cabinet to

note:

- the draft revenue outturn position (subject to audit) of £5,112k under-spend for 2014/15 ;
- the transfers into/out of reserves already included in the above outturn position, as shown in Appendix 2. These are transfers into/out of reserves for which the specific reserves are already specifically earmarked for and have already been approved specifically by Cabinet as part of budget setting, budget monitoring or specific project decisions.

and approve

- the allocation of the 2014/15 underspend into reserves as recommended.

In addition, further work in closing the accounts in two areas over the next month may change the under-spend by a small, non- material amount . This can be confirmed when all required work is completed but Cabinet is asked to note this. We will report the final outcome of this in September, including recommending on its use.

Outturn position – summary

3. The draft revenue outturn shows under-spending in the following areas for 2014/15

	£'000k	
Council Service Areas	(3,139)	1.2% of net budget
No use needed of the Council's contingency budget	(1,973)	0.7% of net budget
Total	(5,112)	

The under-spending above came about as a result of the following, in broad terms

	£'000k
-Savings in service areas	(1,774)
-Savings on the Council's capital financing/PFI costs	(2,163)
-Overspending on the Transfers to reserves base budget, of which £879k relates to QRE surplus interest transferred to the Friars Walk reserve	647
-Savings as a result of better collection of Council Tax	(260)
-Savings due to lower Council Tax rebates cost	(415)
-Increased costs of insurance	326
-overspending due to slippage in delivery of 'cross cutting' savings	1,100
-Other under/overspends - net	(600)
Sub Total	(3,139)
No use needed of the Council's contingency budget	(1,973)
Total	(5,112)

4. Directors / HoS have been briefed on their service area outturn positions and been asked to discuss with relevant Cabinet members as part of their regular briefings, and these provide detailed analysis of the outturn and other relevant issues. As noted above, nearly half of the savings before contingency came from under-spending within service areas, the key items here are:

Schools

- Whilst the position looks to be 'on budget', this is because the outturn includes the transfer of their net under-spending to schools reserves and schools capital works reserves at £546k and £171k respectively, representing under-spending by schools in 2014/15 of £717k. The reserve transfers take the outturn to the budget level, being the agreed practice at NCC where schools under-spending / over-spending are credited / charged to their reserves as appropriate.

Education Department

- Unbudgeted school based redundancies costs, net of school contribution - £741k
- Higher SEN out of area placements - £214k
- Savings on equipment - £158k
- Saving on budget contribution to cashless school lunch project not required - £221k

CLL/Youth service

- Adult Education Service underachievement of Income – 147k

Social Care

- Staff under-spends in Adults (£824k) and Children's (£536k) – total £1,360k
- Adults- Community Care (residential and domiciliary) over-spending - £726k
- Children's - Out of Area Residential overspend -£550k
- Frailty Renegotiation with Welsh Government on loan repayment –(£279k)
- Children's - Independent Fostering Agencies underspend –(£166k)
- Bad Debt Provision Movements –(£148k)

Street-Scene

- Staff over-spending - £509k, inc costs of disbanding 'projects delivery team'
- Slippage/Non delivery of 14/15 saving proposals - £64k
- Environmental services £933k overspend:
 - £157k landfill capping provision
 - Increased spend to achieve recycling target and roll out of separate card collection service
 - Increased agency, capping soil, transport and professional fees expenditure. Reduced income due to loss of external contracts and less income for waste disposal charges through re-direction of internal waste to PG.
 - Refuse collection - £50k MTRP pressure in respect of Newport City Homes house clearance contract was never awarded to NCC. Reduced income for internal trade waste

R&R

- Staff under-spending - £233k
- Higher than budgeted Planning fees - £199k
- Rates rebates, energy efficiencies inc, backdated one-off elements - £113k
- Norse 'profit share' – 6 months - £54k
- CCTV Contract income - £44k

Corporate

- Staff under-spending - £455k pending re-structures/vacancies

- External Audit under-spend - £217k

5. The outturn position before contingency underspend represents only a 1.2% underspend on the Council's net budget and in that respect, is not significant and as noted below, represents good performance in delivering improving services and performance with reducing budgets. It provides an opportunity to use the under-spend carefully to reduce future year budget pressures/contribute to base budget on-going savings as well as use some of it on more immediate key spending issues within service areas. To this extent, it is a good result which will help the Council and protect front line services. Its lack of reasonably accurate forecasting is however an issue which requires addressing.

The outturn represents a much higher under-spend than forecasts suggested, even at January 2015. The outturn in service areas was nearly £1m more under-spent than forecasted and £1.7m in the capital financing/PFI area and these represent the key areas where significant improvements are required.

Lack of senior management capacity and the oversight this allows, due to staff vacancies, along with new staff in the capital programme area contributed to the under-spending in the capital financing/PFI not being picked up at an earlier date and forecasted more accurately. A root and branch review of these budget areas, building up from zero-base will be completed in 2015/15 as soon as possible. It is likely we can expect budget savings from this area for 2016/17 (as well as current 2015/16 in year savings) as we confirm what the budget requirement are compared to existing budgets. This will be confirmed/reported through in year budget monitoring for 2015/16 and the budget work for 2016/17 and beyond as we update the Council's Medium Term Financial Plan.

In service areas, the general pattern of over-spending forecasted in the first half of the financial year, followed by steady improvements towards the last quarter and then a greater under-spend than forecasted has continued in 2014/15. The Chief Executive/HoF will be discussing the detail of the 2014/15 forecasting performance with the Senior Leadership Team and thereafter with local management teams with a view of improving performance here by understanding what is driving this pattern and setting out clear guidelines and expectations here.

6. Notwithstanding the above general issues, the good financial management which has delivered the saving against budget continues to leave the financial health of the Council in a positive position going forward, in particular the underspend allows us to ensure that Council's reserves are on track to meet the on-going challenges of funding the new pay and grading scheme, general pay issues over the medium term as well as provide future capacity to fund the Council's change/efficiency programme and help, in an on-going way, meet the demands of the increasing financial challenges facing the Council.
7. In the face of further, increasing challenges facing the public sector in 2015/16 and beyond, it is imperative that the Council maintains a balanced budget going forward, and the financial capacity to function within a planned and coherent strategy for change.

RESERVES PLANNING & USE OF 2014/15 BUDGET UNDERSPEND

8. The Council's reserves are an integral part of how the Council deals with its financial risks as well as its high level strategic financial planning. In planning our reserves position we must ensure we cover our key risks and obligations, where use of reserves for these are appropriate and ensure we have a funding strategy to deal with our one off cost pressures. This will include the decision around the utilisation of the 2014/15 underspend.

9. In this respect, key considerations are:

- The need to sustain/create financial 'capacity' to meet the costs of change and transformation
- The continuing medium term financial challenges – help reduce future budget pressures and facilitate on-going base budget savings.
- Protecting the 'financial health' of the organisation during these difficult times.
- Funding of Total Reward during 2015/16 and 2016/17.
- The risks inherent within our Medium Term Financial Plan for assumptions around 'pay'.
- The potential risk around balancing the speed of delivery of our change/efficiency projects and that required to meet very significant financial challenges over the next few years, but 2016/17 in particular.
- The inherent risks around the Friar's Walk loan, though no issues are currently known or expected in this respect.

RESERVES

10. Appendix two shows the transfers into/from reserves which have already been made and therefore within our current outturn position and the balances in reserves following these. These transfers are

- consistent with what we have done over past years e.g. transferring school underspends into their own reserves, or
- for reasons specific to why we have these reserves in the first place e.g. use of Pay Reserve to fund cost of the Total Reward team and Equal Pay settlements, or
- have already been approved specifically by Cabinet as part of budget setting e.g. utilise budget set aside for on-going costs of Total Reward into the 'Pay reserve' until that budget required when new pay/grades implemented

Cabinet is asked to note the transfers already done and included in the outturn position and approve these. Cabinet should note the comments on the 'pay reserve;' which recommends it extends the 'risks' covered by this reserve.

11. In the main, most of our reserves are held / used for very specific uses and there is limited flexibility in their need/use. In addition, in light of specific reserves and provisions we hold and a base budget contingency of currently c£2m, general balances of £5m are sufficient and are in place.

- An assessment of all of our reserves has been completed for 2014/15 to determine the need for and level held of current reserves. Following this review, Cabinet need to decide how to utilise the 2014/15 underspend of £5,111k and the following is recommended, with reasons shown:

Specific Service area requests

A number of service area requests have been made, utilising under-spending in their areas, as follows:

(1) Chartist Commission - Chartist Mural - £50k (NEW RESERVE)

To fund commitment of the administration to contribute towards the cost of the Chartist Commission Project Managers and the art work required.

(2) Gypsy & Travellers Site - £20k (NEW RESERVE)

To fund revenue costs linked with the development of the Gypsy and Traveller site identified in the LDP .

(3) Homeless prevention service - £38k (NEW RESERVE)

The funds will be specifically used for prevention of homeless in line with the Council's approved Prevention Policy.

(4) Environmental Health – air quality monitoring - £50k (NEW RESERVE)

To fund a survey in Air Quality Management Areas (AQMAs) to inform highways works to improve air quality. This was funded within 2014/15 budgets but work not commissioned in time and therefore underspend required to be carried forward in a reserve to fund it in 2015/16.

(5) GEMS redundancy - £100k (NEW RESERVE)

To fund potential redundancy costs in the GEMS service in 15/16 onwards as it develops to deal with new language requirements and lower grant funding

(6) School based redundancy - £100k (EXISTING RESERVE)

Contribution from schools from their base budgets to fund redundancies stemming from their own decisions / re-structures

(7) Internal refurbishment - furniture – children's / older people's homes - £80k – (NEW RESERVE)

(8) Purchase of ECDL training package - £50k (NEW RESERVE)

Use of or maximising use of mainstream IT systems such as Microsoft business suite e.g. excel / word / databases etc is constrained in some areas due to lack of knowledge of the applications. This would fund the purchase of an on-line training package for use by staff, where needed, to improve their knowledge and skills of these business tools. It would support the Council's 'New Ways of Working' project as efficiencies inevitable rely on better use of IT tools consistently across teams/departments/services

Other recommendations

City Deal 'setting up costs' (NEW RESERVE) – allocate £50k

Cabinet are considering a paper on City Deal as part of this agenda and it highlights the need for a minimum £50k for this Council's share of initial set-up costs for the S.E. Wales City Deal

Great Western Cities (NEW RESERVE) - allocate £50k

This is needed to fund the anticipated Council's share of an analyse of the economic impact of the three cities

'Invest to Save reserve' – allocate £3,000k

This is a key reserve which funds the one off costs of the Councils Change/Efficiency programme such as redundancy/pension costs, external expertise/assistance etc. It is recommended we put most of the balance here as this will achieve 2 important aims:

- Put sufficient funds into the reserve to ensure we can resource our change programme and thus;
- Enable us to put forward a significant saving for 16/17 onwards against the revenue budget which is currently used to 'contribute annual sums into this reserve. Whilst the development of our change/efficiency programme is still on-going and associated costs are not known with certainty, we have good historical figures which suggest that the current reserve level, with this contribution from the 2014/15 under-spend, along with potential use of future year 'contingency budget' under-spending, will be sufficient to meet its commitments for the planning horizon of the current MTRP.

'Capital Schemes - unallocated' - allocate £1,524k

There is already £c1m in this reserve, established in 2013/14. It is recommended we allocate the amount shown here into this reserve and use the total then to fund 2015/16 existing capital schemes which currently depend on NCC borrowing for their funding. This will:

- Ensure those schemes still progress, but;
- Reduce borrowing costs in 16/17 as this funding route will not require us to set aside budget cover for loan repayments (MRP)

Financial Summary

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs (Income)					
Net Costs (Savings)					
Net Impact on Budget					

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Outturn post audit is different	L-M	L	It will be possible to reduce allocation to any of the above if the under-spend is lower or increase them if higher	HoF

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The underspend will be used to support services in going forward and therefore contribute towards the Council's key priorities.

Options Available

Cabinet can choose to utilise the under-spend for other purposes, as they see fit.

Preferred Option and Why

It is recommended that the under-spend is utilised in the manner recommended because:

- It recognises and rewards good financial performance in service areas by allowing them to utilise a small proportion of their under-spending – which will ensure funds are spent quickly in 2015/16
- It ensures that key city projects and partnerships can be funded and the Council's funding obligations to those key partnerships is already in place
- It enables funding capacity for the change programme to be funded and create potential for Cabinet to consider reducing its revenue budget for the annual contribution into this significantly for 2-016/17, thus reducing the savings required from front-line services.

Comments of Chief Financial Officer

All financial issues are contained within the body of the report

Comments of Monitoring Officer

There are no legal implications from this report.

Staffing Implications: Comments of Head of People and Business Change

There are no direct staff implications from this report

Comments of Cabinet Member

The under-spending will allow the Council to utilise the funds to good use via a mixture of service requirements, our City partnerships and in those 2 other reserves which will allow us to make revenue budget savings in 2016/17 onwards and therefore contribute towards saving targets in those years. This will protect front line services.

Coupled with improving performance, this is a good result and the under-spend will be spent in 2015/16 and/or contribute towards base budget savings in the future. The lack of accurate forecasting however is a concern and officers must ensure this is improved throughout 2015/16 so that decisions can be taken with confidence on financial issues.

Local issues

N/A

Scrutiny Committees

None

Equalities Impact Assessment

N/A

Children and Families (Wales) Measure

N/A

Consultation

None

Background Papers

N/A

Dated:

APPENDIX ONE - March 2014/15 SUMMARY

Summary Revenue Budget				
2014/15	Feb-14 Approved Budget	Current Budget	Actual to Mar 2015	(Under)/Over spend
			Date	
	£'000	£'000	£'000	£'000
Lifelong learning & Leisure				
Schools	85,235	85,235	85,235	-
Improvement & inclusion	6,523	6,567	6,367	(200)
Resourcing & planning inc transport/catering)	7,682	7,505	8,110	605
Youth & Community services	618	618	580	(38)
Continuing learning & leisure (inc Partnership)	5,219	5,219	5,108	(111)
	105,277	105,144	105,400	256
Social Services				
Children & family services	20,152	20,179	19,987	(192)
Community care & adult services - older persons	18,942	23,147	23,173	26
Community care & adult services - physical disabilities	517	515	479	(36)
Community care & adult services - learning difficulties	14,459	15,437	15,715	278
Community care & adult services - mental health	3,520	3,543	3,648	105
Community care & adult services - other	2,380	(2,873)	(3,674)	(801)
Resources & strategy	1,418	1,413	1,230	(183)
	61,388	61,361	60,558	(803)
Regeneration and Regulatory				
Integrated Property Unit	4,848	5,141	4,919	(222)

Housing and Community Regeneration	1,601	1,807	1,535	(272)
Development Services	1,126	948	533	(415)
Public Protection	2,451	2,444	2,202	(242)
	10,026	10,340	9,189	(1,151)
Street Scene				
Street Scene East & Operational	4,685	4,450	4,724	274
Street Scene West & Strategy	2,298	2,470	1,999	(471)
	2,823	2,712	3,646	934
Environmental Services				
Strategic Street Scene	231	211	316	105
Integrated Transport Unit	2,153	2,510	2,348	(162)
	12,190	12,353	13,033	680
Corporate Services				
Directorate	648	628	581	(47)
Finance	2,967	3,187	2,971	(216)
HR & policy	3,279	2,170	2,135	(35)
IS & Communications	5,728	5,708	5,563	(145)
Law & standards	3,907	4,652	4,339	(313)
	16,529	16,345	15,589	(756)
Capital Financing Costs & Interest				
Capital financing costs	11,218	11,060	10,986	(74)
Interest payable	11,646	11,646	9,638	(2,008)
Interest receivable	(37)	(37)	(1,125)	(1,088)
PFI grant	7,398	7,398	8,405	1,007
	30,225	30,067	27,904	(2,163)
SUB TOTAL - SERVICE/CAPITAL FINANCING	235,635	235,610	231,673	(3,937)
Contingency Provisions				
Restructuring / Other savings related costs	950	950	532	(418)
General	1,973	1,973	-	(1,973)
Insurance Premiums	570	569	895	326
Non Departmental Costs	-	5	8	3
Other Income & Expenditure	(637)	(440)	761	1,201

		2,856	3,057	2,196	(861)
Levies/Other					
Discontinued Operations - pensions		1,756	1,754	1,603	(151)
Discontinued Operations - Ex Gratia Payments			2	3	1
Levies - Drainage Board, Fire service etc		8,468	8,391	8,243	(148)
Non distributed grants		(1,476)	(1,476)	(1,547)	(71)
Non distributed costs		5			-
Extraordinary Items		-			-
NNDR Council Tax Rate Relief			76	156	80
Council Tax Benefit Rebates		10,863	10,863	10,448	(415)
		19,616	19,610	18,906	(704)
Transfers to/(from) Reserves					
Base budget - Planned Transfers to/(from) Reserves		5,823	5,653	6,300	647
Earmarked reserves: Queensbury Loan					-
Earmarked reserves: Transfer to/(from) Capital					-
Earmarked reserves: Transfer to/(from) Schools					-
Invest to Save Expenditure					-
Invest to Save Reserve transfer					-
		5,823	5,653	6,303	650
TOTAL		263,930	263,930	259,078	(4,852)
Funded by					
WAG funding (RSG & NNDR)		(214,826)	(214,826)	(214,826)	-
Council Tax		(49,104)	(49,104)	(49,104)	-
Council Tax Surplus				(260)	(260)
TOTAL		-	-	(5,112)	(5,112)

APPENDIX 2 – RESERVES

<u>General Reserves</u>			<u>Included in Outturn</u>		<u>Balance 31/3/15 before allocation of underspend</u>
			<u>Transfer In</u>	<u>Transfer Out</u>	
General Fund Reserves	(5,000)	At minimum level			(5,000)
School Reserves	(4,214)	Schools historical under-spending and funds set aside from schools budgets. Net under-spending in schools in 2014/15 of £546k transferred into school reserves – 32 school increased reserves, 23 reduced reserves.	(546)		(4,760))
<u>Earmarked Reserves:</u>					
<u>ENABLING</u>					
Pay Reserve	(5,946)	To fund equal pay and one off costs associated with implementation of new Pay/Grading system. Planned budget contribution of £2,780 was added into the reserve in 2014/15, being the budget which will be required to increase pay budgets when Total Rewards is implemented, in 2015/16. Therefore in 2014/15, this budget was put into the reserve. Costs funded from the reserve included 'equal pay settlements' paid in 2014/15 at £625k, The reserve is now higher than forecast costs predict is required. It is recommended that this reserve is also used to deal with 'pay risk' in the Council's MTRP – and fund any pay award over and above what is allowed for specifically in the Councils MTRP, subject to formal Cabinet decision at that time.	(2,780)	1,424	(7,302)
Invest to save	(9,659)	Funds for one off costs associated with Council's Change /		2,139	(7,520)

		Efficiency programme. In 2014/15, costs of £2,139k on areas such as redundancy and external assistance were funded from this reserve.			
Super Connected Cities	(1,003)	Start-up Costs for Super Connected Cities project	(38)		(1,041)
Schools Redundancies	(125)	Underspend in 2013/14 added to reserve to aid with future school based redundancies			(125)
<u>EQUALISATION RESERVES</u>					
Municipal Elections	(49)	This reserve 'smooth's' the impact of a fixed base budget with the cyclical nature of costs here where elections and associated costs incurred every 4 years. In 2014/15, £38k added to this as planned, which will be drawn down over next 2 years or so as elections take place	(37)		(86)
Local Development Plan	(621)	This reserve 'smooth's' the impact of a fixed base budget and the 5 yr. cyclical nature of costs here with 3 years where costs below budget and 2 where costs above budget. Inspection costs in 2014/15 funded in 2014/15		145	(476)
STEP school computers	(696)	Any underspends / overspends in STEP service to Schools transferred into/out of reserve to match funding received from schools and the spending of that on the service. Spend incurred in 2014/14 required £82k from the reserve and under-spending on 2014/15 school contributions was transferred into the reserve at £266k	(266)	82	(880)
Glan Usk PFI	(118)	Planned contribution representing difference between base budget funding and costs per PFI financing model - for future funding of PFI costs when base budget lower than annual costs. The financial model will be reviewed in 2015/16	(300)		(418)
Southern Distributor Road PFI	(40,418)	Planned contribution representing difference between base budget funding and SDR costs per PFI financing model - for future funding of PFI costs when base budget lower than annual costs. The financial model will be reviewed in 2015/16.	(2,066)		(42,484)
COVER RISK					
Insurance Fund	(1,772)	To fund future Contingent Liabilities within the insurance claims			(1,772)
MMI Insurance reserve	(415)	To fund potential future MMI costs if greater % return is required. Budgeted contribution of £250k added to this reserve to increase reserve and mitigate risk of the % increasing from current MMI	(250)		(665)

		receiver assessment.			
Legal Claims	(100)	Specific legal claims against the Council			(100)
Friars Walk	(1,750)	To fund any potential shortfall in loan repayment to Council from developers of Friar's Walk development. In 2014/15, £879k was added here, being 'surplus' generated from interest chargeable to QRE (Newport)	(879)		(2,629)
Council Tax Reduction Reserve	(500)	Covers potential overspend on C Tax reduction scheme costs			(500)
Landfill	(213)	Held to mitigate against costs associated with potential recycling fines. In 2014/15, £50k was utilised to fund costs of initiatives designed to improve the Council's recycling performance.		50	(163)
MISCELLANEOUS					
Works of art	(21)	Held 'In Trust'			(21)
Music service	(105)	Underspend in service transferred to reserve to help in any future restructuring	(60)		(165)
Theatre & Arts Centre	(233)	Linked to agreement with 'Art's Council'			(233)
Cymorth Income	(38)	Reserve assessed as needing £38k to fund on-going potential costs.			(38)
Health & Safety	(16)	To fund future training costs			(16)
Education Achievement Service	(92)	EAS surplus, held to mitigate against EAS costs next year			(92)
Christmas Lights	(75)	Held to fund Christmas Lights funding until sponsor found	(25)	25	(75)
FUND FUTURE CAPITAL PROJECTS					
Usable capital receipts	(5,402)	In year capital receipts, set aside mainly for 21 Century School's, put into reserve. In 2014/15, schemes funded from receipts required £280k whilst capital receipts of £1,846k were generated and put into reserve	(1,846)	280	6,968
Capital Works Feasibility	(200)	To carry out pre project feasibility. Use of £25k in 2014/15 to fund NCC 50% share of city centre investment management review		25	(175)
Capital Reserve - unallocated	(1,075)	To fund potential future capital schemes			(1,075)
Capital expenditure - specific	(113)	Reserve funded for future known and specific capital works. Use of £62k in 2014/15.		62	(51)
School Works	(339)	Reserve funded from individual school's for future capital works. In 2014/15, schemes completed utilised £86k of funds here and schools, from underspends, put £171k into the reserve for specific schemes	(171)	86	(424)

Pupil Referral Unit	(60)	new Pupil Referral Unit in Stephenson Street in 13/14, in line with ESTYN recommendations			(60)
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Minutes



Performance Board

Date: 23 March 2015

Time: 2.00 pm

Present: Councillors R Bright (Chair), D Davies and R Truman

In Attendance: Councillors J Richards and D Wilcox

1 Apologies for Absence

No apologies were received

2 Declarations of Interest

There were no declarations at this stage

3 Minutes

The Minutes of the meeting held on 29 September 2014 were confirmed as a true record.

4 Improvement Plan 14/15 Children and Family Services

Board members were informed that as at Q3, Improving Outcomes for Looked after Children is assessed as 'Good' and Improving Outcomes for Youth Justice is assessed as 'Acceptable'

Improving Outcomes for Looked After Children

Updates on this objective were provided. In particular members were updated on progress on;

- Support the Children in Care Council to represent looked after children and better hold services to account: It was reported that progress was being made to moving to a One Newport Children's Group.
- Increase the Work Based Learning Programme for looked after children within Newport City Council and look at apprenticeship opportunities: It was reported that Corporate Parenting forum looking at improving the learning program opportunities for looked after children. The apprenticeship situation has not yet progressed but this will be addressed via the new updated Corporate Parenting Strategy for 2015 onwards.
- Increase the placement options for looked after children and young people and better prepare them for independence: It was reported that Work is planned to implement the When I Am Ready scheme. We have a draft policy in place and we will work with

carers who are able and willing to offer this option to allow young people to remain in foster care post 18.

- Look at options for on-going tenancy support : It was reported that These services will continue to be offered to young people. We will continue to look for other housing options.
- Number of young people on work based learning programme at Newport City Council was showing as green
- Percentage of Personal Education Plans in place within 20 days of starting school was on amber
- Stability of placements was on amber
- Care leavers who are in suitable accommodation was on amber. It was explained however that this comprised a group of 3 or 4 individuals and if one is taken into custody, this is not considered to be suitable. This has a significant impact on the target
- Care leavers who are in Education, Training or Employment was showing green.

Board Members were concerned that in areas of provision where the service – user cohort is small or where there are mitigating factors, such as health issues, this needs to be reflected in reports. Contact should be made with Welsh Government to seek a fairer system based on averages across social groups and organisations.

Agreed

- I. To ensure that in all service areas where the service – user cohort is small or where there are mitigating factors, such as health issues, this needs to be reflected in performance reports.
- II. To keep progress under review

Improving Outcomes for Youth Justice

In May/June 2014 the Youth Offending Service was subject of a full joint Inspection undertaken by colleagues from Criminal Justice, Social care, health and learning and skills inspectorates.

Within the subsequent Inspection report published in September 2014 the Service was assessed as delivering poor and unsatisfactory performance in relation to several key areas of work and twelve recommendations were made for the YOS to improve its work. Much of the focus and effort of the latter part of the year focussed on developing, and implementing a robust Improvement plan to address the deficiencies highlighted.

The YOS had reviewed, revised and updated many aspects of its operation, and with the increased governance and scrutiny by the Management Board and active involvement of partners, is ensuring the direction of travel for the year to come results in significantly better performance and outcomes for service users and thus for performance against the statutory aim. Much remained to be done

The Cabinet Member for Education and Young People had been fully apprised with the situation and was meeting regularly to facilitate dialogue and provide support.

Agreed

To keep the situation under review and monitored to resolve issues within 6 months when the next inspection will be carried out

5 **2014/5 Progress: Regeneration Investment & Housing**

Board members were informed that as at Q3, City Regeneration and Development is assessed as 'Good' and City Centre evening and night time economy, a safer place assessed as 'Acceptable'

City Regeneration and Development

Updates on this objective were provided. In particular members were updated on progress on;

- **Vibrant & Viable Places Year 1:** It was reported that commencement of a number of large-scale projects, including the renovation of the King's Hotel, the conversion of the former Yates wine lodge into a new Premier Inn, and work on refurbished commercial and residential space on southern Commercial Street and Cardiff Road. Planning applications submitted on a number of Year II schemes.
- **Business Improvement District: It was reported that** Preparations will be made by the BID steering group for the launch in April 2015. A number of working groups will be set up to examine a number of actions within the city centre.
- **Regeneration Strategy and redesigning of new Regeneration Team model:** A timetable has been agreed. Scrutiny will be updated prior to submission to cabinet and Council
- **To continue to secure external funding for Regeneration programmes:** Bids submitted were reported. Further funding applications will be progressed including further EU funds
- **Completion of Pill Framework:** Physical Improvement works will be completed with a project closedown period up to the end of June 2015.
- **Business Support:** Progress was reported. Business advice and company visits will continue through this quarter. The business rates relief scheme within the BID area will be implemented.
- **Work Based Learning Academy (WBLA) / Skills:** Any decision will be added into council standing orders and the VVP project. Work will continue with poverty projects such as Work & Skills, C1st, FF, and flying start to ensure the most vulnerable people are benefitting.
- **Continue to develop new and innovative large scale energy improvement work with energy companies and Welsh Government:** Changes to Government eco-funding have meant that fewer schemes have been progressed than expected. Other projects were being investigated
- Provision of coherent business support was on green
- Number of people engaged in employment programmes was reported red
- Number of people supported into employment was on green
- Number of homes benefitting from improved domestic energy performance measures was reported amber but as the definition had changed this could be shown as green

There is a need to concentrate on empty shop units in Commercial Street as the regeneration programme develops. It was suggested that sources of funding should be sought to provide a scheme to ensure the shops are in use and attractive. It is important that shops in other parts of the city centre are not left empty as Friar's Walk progresses. It was explained that the Council had no funds available for this type of project.

Members also referred to the possibility of discussing with neighbours the possibility of the establishment of an energy company or further opportunities in relation to energy

Agreed:

- I. Owing to the change in definition to change the report to reflect the energy performance measure as green
- II. To investigate funding sources and opportunities sought to provide a scheme to ensure the shops in Commercial Street are in use and attractive to potential tenants
- III. To discussing with neighbours the possibility of the establishment of an energy company or further opportunities in relation to energy
- IV. To keep all measures under review for future report

City Centre evening and night time economy a safer place

Updates on this objective were provided. In particular members were updated on progress on:

- **Identify reasons for current perceptions of the city centre from the day to night transition and engage stakeholders in helping to identify the solutions:** A resident and business survey is proposed. This information will still be of use to the Council even though this Improvement Plan objective is no longer continuing into 2015/16.
- **Develop a vision for the city centre's early evening and night-time economy:** A multi-disciplinary group has been established to set out the vision and scope for the strategic management of the City Centre. Work is progressing on a Parking Strategy for the City Centre.
- **Undertake a gap analysis, self-assessment against good practice standards:** An initial gap analysis was undertaken by Public Protection officers and Police Officers and the findings discussed at the strategic City Centre Management group. Public Protection, Street Scene, Leisure will examine opportunities for "quick wins" such as lighting, licensing of open spaces, planning a calendar of all year round (community) events in the city centre to increase foot fall.
- **Use planning policies to enable the residential conversion of vacant upper floors above shops and to free-up restrictions on vacant shops:** The Local Development Plan has been adopted by Council. Work is on-going on a Local Development Order (LDO) for the City Centre with the aim that this is in place in June 2015, subject to public consultation. VVP planning applications were on track to be approved by year end. A number of residential units in the City Centre have been

approved in Q3, including approval of 30 units in the Kings Head Hotel. There are on-going negotiations for another large scheme at Stow Hill.

- **Carry out effective licencing and enforcement:** To date, 7 night time joint operations with the Police have been undertaken. Further joint operations and enforcement work are programmed.
- The number of night time safer city operations undertaken jointly with the Police was on green
- Percentage of city centre premises inspected for compliance with licensing laws was reported amber after missing narrowly the target. This would improve
- Number of residential units granted planning permission within city centre was reported red. There has been a significant delay (7 months) in receiving amended plans for one project, following a meeting with the architect in May 2015. This project would provide 40 city centre residential units, making a significant contribution towards the PI target. Other schemes are progressing well
- Number of vacant shops was on amber after a small rise
- Percentage of late night premises that are broadly compliant for food safety was on green at 79%
- Percentage of people who feel fairly safe or very safe in the city centre (during the early evening and) at night was on amber after a small fall. . There have been two surveys carried out to date with results collated, both of which had a very similar outcome (25% feel fairly safe or very safe). A third survey has recently been issued and the results are awaited

Members considered the report and, in terms of the night – time economy, considered that discussions should be held about potential solutions through Licensing and that the outcome of discussions reported to the Licensing Committee

Agreed:

- I. To ask officers to discuss with relevant stakeholders issues around the night time economy and whether and solutions can be found through Licensing
- II. To keep all measures under review for future report

6 Draft Improvement Plan 2015- 2016

Members were informed that the Improvement Plan 2015/16 identifies eight Improvement Objectives in which the council will seek to demonstrate measurable improvement. The plan is produced annually, as soon as is reasonably practicable at the beginning of the financial year.

The eight Improvement Objectives (which relate directly to the priorities of the Corporate Plan) were selected by Cabinet in January 2015 after consideration of consultation responses.

Scrutiny meetings were held in February to enable members' to input into the Improvement Plan 15/16. Feedback from Scrutiny Committee meetings were provided in detail to the Board

The eight Improvement Objectives 2014/15 are linked according to the themes of

- A caring City
- A Learning & Working City
- A Greener and Healthier City
- A Safer City

The Improvement Plan builds upon the council's Corporate Plan and the Local Service Board's Single Integrated Plan, and is informed by stakeholder consultation and engagement, Member involvement and feedback from regulators.

Agreed

To recommend to Cabinet that it

- I. Endorses the eight Improvement Objectives included in the Improvement Plan for 14/15
- II. Agrees the Improvement Plan work programme
- III. Agrees the monitoring framework