

Agenda



Cabinet

Date: Wednesday, 21 December 2016

Time: 11.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors D Wilcox (Chair) P Cockeram, G Giles, D Harvey; R Jeavons; R Poole, J Richards, R Truman, M Whitcutt.

Item		Wards Affected
1	<u>Agenda Welsh Version/ Cym</u> (Pages 3 - 4)	
2	<u>Apologies</u>	
3	<u>Declarations of Interest</u>	
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5	<u>2017/18 Budget & Medium Term Financial Plan</u> (Pages 11 - 118)	All Wards
6	<u>WAO Corporate assessment action</u> (Pages 119 - 152)	All Wards
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10	<u>Risk Register Update</u> (Pages 211 - 230)	All Wards
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Agenda

Cabinet

Dyddiad: 21/12/16

Amser: 11:00 am

Lleoliad: Ystafell Bwyllgor 1 - Y Ganolfan Ddinesig

At: Cyngorwyr D Wilcox (Cadeirydd), P Cockeram, G Giles, D Harvey, R Jeavons, R Poole, J Richards, R Truman, M Whitcutt

Eitem		Wardiau Dan Sylw
1	<u>Agenda Cym</u>	
2	<u>Ymddiheuriadau</u>	
3	<u>Datganiadau Diddordeb</u>	Pob Ward
4	<u>Cofnodion</u>	Pob Ward
5	<u>Strategaeth ariannol</u>	Pob Ward
6	<u>Asesu corfforaethol</u>	Pob Ward
7	<u>Tystysgrif cydymffurfio</u>	Pob Ward
8	<u>Cynllun Gwella</u>	Pob Ward
9	<u>Dadansoddiad Quality</u>	Pob Ward
10	<u>Diweddariad Cofrestr Risg Gorfforaethol</u>	Pob Ward
11	<u>Friar's Walk</u>	Pob Ward
12	<u>Rhaglen Waith</u>	Pob Ward

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Minutes



Cabinet

Date: 14 November 2016

Time: 11.00 am

Present: Councillors D Wilcox (Chair), P Cockeram, G Giles, D Harvey, R Jeavons, R Poole, J Richards, R Truman and M Whitcutt

In Attendance: Mr W Godfrey (Chief Executive); Mr M Nicholson and Ms B Owen (Strategic Directors); Mr G D Price (Head of Law and Regulation); Mr M Rushworth (Head of Finance) ; Mr R Cornwall (Head of People and Business Change) and Mr J Harris (Chief Education Officer

1 Declarations of Interest

There were no declarations of interest on this occasion

2 Minutes

The minutes of the meetings held on 17 and 28 October 2016 were confirmed as true records by the Cabinet

3 Education/ Pupil Performance Data 2014/15 Key Stages 1, 2 and 3

(This item was discussed out of order and later at the meeting owing to the attendance of EAS representatives)

The Cabinet Member for Education and Young People introduced a report that provided Cabinet with combined pupil performance data for Newport schools at Foundation Phase, Key Stage 2 and 3. The report highlighted the expected levels of achievement at the end of the foundation phase, key stage 2 and 3. The data also provided comparisons between gender achievement levels and compares performance with the national average for Wales.

The Cabinet Member referred to excellent performance in the foundation phase. This had improved from 88.1% in 2015, to 89.1% pupils achieving the foundation phase indicator (FPI) in 2016, an increase of 1 percentage point. Newport currently ranks 6th in Wales for the FPI when compared with other local authorities, which is above the LA's Free School Meals ranking (16th, 2016 PLASC data), and above the rank position of 8th in 2015. Cabinet was informed that in order to ensure that Newport sustains very strong outcomes at Foundation Phase, a series of programmes and actions had been agreed by the Local Authority and will be delivered by the EAS. These programmes and actions were set out in detail in the report

Cabinet was informed by the Cabinet Member that as to Key Stage 2, performance remained good with 88.8% pupils achieving the core subject indicator (CSI), 0.5 percentage points below 89.3% in 2015. Newport is ranked 12th in Wales, which is higher than could be expected given the LA's Free School Meals ranking. Cabinet Members were informed that in order to sustain Newport's strong Key Stage 2 performance a series of actions were set out in the report. These actions would be carried out by the EAS

The Cabinet Member described Key Stage 3 performance as adequate. However, there was a good three year improvement trend at all levels. Level 5 and 6 outcomes are above the regional average but below that of Wales. The level 5 CSI is 1.5% below Welsh Government modelled expectation, although the gap is closing over time. Actions to address issues were set out in the report

The Cabinet was pleased to note that Newport continues to perform above the all Wales average and well above its 'natural' local authority ranking position for Foundation Phase and Key Stage 2 pupil outcomes. The Cabinet considered it encouraging seeing progress in Key Stage 3 pupil outcomes whilst at the same recognising that challenges remain at secondary level

The representative of the EAS in attendance at the meeting stated that whilst encouraging progress had been made; Key Stage 3 outcomes remain a challenge and must improve in order to secure better outcomes for pupils at Key Stage 4. The continuing gap between boys and girls – whilst again improving- also needed to be monitored carefully and addressed.

The EAS representative also mentioned that with Newport's increasing diversity, some schools were showing best practices in dealing with its diverse school populations and these were being shared with others as examples of good practice.

Decisions:

To acknowledge the position regarding pupil performance, actions planned and progress made

4 Wellbeing of Future Generations (Wales) Act 2015 - Assessment of Local Well-being

The Deputy Leader introduced a report which referred to the previous reports on the Wellbeing of Future Generations Act 2015 presented to Cabinet in in March and September. The Act is about improving the social, environmental and cultural well-being of Wales and requires public bodies to think about the long term, work with communities and each other and take a joined up approach.

The Act also established a Public Services Board (PSB) which in Newport is chaired by the Deputy Leader but essentially works as a partnership. The report presented to the Cabinet related to the requirement for the PSB to develop an Assessment of Local Wellbeing.

The Deputy Leader stated that the Assessment of Local Wellbeing will be produced by the December meeting of the PSB. Following consultation with key bodies, including Scrutiny, the Assessment must be published by April 2017.

The assessment must provide an accurate analysis of the state of well-being in each community and in the area as a whole. This will include assessments of communities in the area, which in Newport will be a development of the existing ward profiles. The consultation on Newport's Assessment of Local Wellbeing was underway and it was reported that some 3000 responses had been received to date.

The ward profiles have been in place since 2013/14 and have since been updated on an annual basis and are public documents on the Council's website. To tie in with all the good work that has already been undertaken, the ward profiles will be further developed and refined to become community well-being profiles. This will incorporate the previous valuable work undertaken within the ward profiles but meet the needs of the Act.

The report outlined the detailed guidance, and what would be included in the profiles.

The Deputy Leader was pleased to report progress in other areas including new scrutiny arrangements, including policy review group; Member training held on 1st November 2016; progress on the local Assessment of Wellbeing underway as outlined in the report; progress on the engagement programme and the revision of key documentation and processes, including Cabinet report template.

The Deputy Leader stated that further updates will be reported to Cabinet, including the draft wellbeing objectives and statement, planned for January 2017, ahead of budget and other timelines.

Decisions:

To approve the Action Plan

5 Revenue Budget Monitoring

The Cabinet Member for Finance and Resources introduced a report informing the Cabinet that as at September 2016, the Councils revenue budget is more or less 'on budget' (compared to the position in July which showed £1.18m overspending). Although the position is balanced overall, there remain significant overspends within the service areas. These areas were identified in full in the report.

Cabinet was informed by the Cabinet Member that the over-spend had been offset by non-service underspends on Council tax benefit rebates), Council tax surplus and Teachers pension savings.

The reported position excluded schools, which are currently reporting a deficit position of £2.5m. The overall service position (including Schools) is £4.26m overspend, however, Schools have nil effect on the overall Council position as any variance against base budget is matched by a corresponding reserve transfer to or from schools balances.

The Cabinet member stated that the net position assumes, as always at the early stages of the year, that the contingency budget of £1.47m is 'committed'. There are no known commitments on this currently and if this remained the case at year-end, the position would be £1.5m underspend.

The Cabinet Member informed colleagues that although the position has improved by £1.2m since that reported in July, as required by Cabinet; officers must continue to focus on specific action to address each of the overspending areas and ensure the emphasis remains on improving the position where possible and manage within budget. Non-service budgets will not necessarily be able to mitigate against service area overspending in the future.

Cabinet Members considered the Cabinet member had presented a positive report but recognised the need for management action and the 2017/18 budget needs to resolve the underlying service areas budget issues robustly.

Decisions:

- I. To note the forecast 2016/17 revenue budget position and the key risks that have been identified at this stage;
- II. To ask Cabinet Members, Directors and Heads of Service to maintain on-going strong financial management, and People and Place directorates to confirm a comprehensive set of actions to reduce their overspending;
- III. To endorse the planned reserve movements and revised balances at the end of the year.

6 Capital Programme Monitoring and Additions

The Cabinet Member for Finance and Resources introduced a report informing Members of the current position in relation to the Capital Programme

The Cabinet Member stated that the report sought approval from Cabinet to add 4 additional budgets into the capital programme: Three of these already exist in the programme but now have an increased budget due to additional grant award; the other was a new allocation for fit-out of the developer-built Jubilee Park Primary School, to be funded via borrowing and as advised to Cabinet in the Education report presented at the September meeting.

The Cabinet Member stated that the Cabinet that the capital budget for 2016/17 currently stands at £48.1m, with expenditure as at the end of September totalling £8.1m. He stated that at this stage, this was not a concern as the trend is for expenditure to be higher during the second half of the financial year, particularly in quarter 4. The Cabinet Member suggested, however, that another review – like the one undertaken this time last year – of phasing of budgets was required. This would help ensure that slippage is kept to a minimum and timing of spend is realistic.

The main area of slippage reported was within the Education service area due to delays in progressing with significant schemes. The 21st Century Schools programme featured three ongoing schemes that are subject to the recent request for additional grant funding from Welsh Government, which could not be delayed, meaning that expenditure continues. It was reported that the outcome of the grant increase request should be known by January 2017, at which point the necessary budget increases will be made to the capital programme.

Some of the other schemes were reported as making up the total slippage, these included asset maintenance and the Gypsy / Traveller Site, along with some Section 106 funded schemes

Cabinet was also provided with an update on the capital receipts position as at the end of September – currently at around £7.9m which exceeds the original target of £7.5m. The Head of Finance stated that there is now a need to secure at least £9.5m in order to minimise borrowing requirements on the Council's share of 21st Century Schools cost pressures.

Decisions:

- I. To approve the additions to the Capital Programme requested in the report.
- II. To note the capital expenditure forecast position as at September 2016 and to note and approve the 'risk' in spending on approved 21st Century Schools projects before confirmation of Welsh Government match funding is confirmed.
- III. To note and approve the allocation of in-year capital receipts.

7 Work Programme

The Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

In response to that suggestion, Cabinet had previously agreed that the Head of Democratic Services will regularly ask Chief Officers to update the Cabinet work programme and an update will be reported to Cabinet each month.

An updated work programme suggested by Chief Officers was discussed. This was, of course, a working document and will be subject to change.

Decision:

To adopt the suggested programme and provide an update at the next meeting

The meeting terminated at 12:55

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Report

Cabinet

Part 1

Date: 21st December 2016

Item No:

Subject 2017/18 Budget & Medium Term Financial Plan

Purpose To set out the draft Medium Term Financial Plan and its constituent budget options contained in Appendices one, two, four, five and eight for agreement by Cabinet as the basis for further development and consultation.

Author HoF

Ward All

Summary Further reductions in resources have been confirmed in the Council's indicative grant notification for 2017/18 and which could, potentially, worsen again when the final grant settlement is known, on 21st December, 2016.

The Council's medium term financial plan was aligned to its vision for the City, through the 'Prospectus for Change 2013-2017' with plans to change the way services were delivered to the residents of Newport within available resources. This secured very significant savings to the Council's budget, but as further reductions in Welsh Government (WG) financial support continues into the future, has now been updated with 'Newport 2020', to ensure that the Council's resources and medium term financial plans continue to be underpinned by a sound strategic vision for the City and this will increasingly need to drive plans in the future.

In line with practice over the last three financial years and Cabinet's decision in February 2016, the existing approved 4 year programme continues to be implemented, having undergone a review to re-confirm deliverability. A number of new change and efficiency proposals have also been developed to meet the increased challenge of 2017/18 and the medium term and these have been added to existing programme proposals. Cabinet is recommended to take a strategic and medium term approach and approve all the new investment and saving proposals requiring consultation over the life of this current plan as the basis for consultation.

The Council has built upon the good progress made over the last 2 years in terms of gathering public opinion as to "what matters most" to our residents and this will also be used to inform Cabinet of the public's view of the budget proposals. Over the course of 2016 public engagement has increasingly focussed on the long-term wellbeing agenda, as set out in the Wellbeing of Future Generations Act 2015, which has major implications for the delivery of council and partnership services and strategy moving forward.

Whilst the financial plan is a four year plan, the Council is required to approve a budget and Council Tax level annually. However, the agreement of the medium term change

programme and savings now will bring a number of benefits in terms of managing the delivery of these projects.

Cabinet needs to agree the proposals for new service investment and savings in Appendix two, four and five, plus the proposed changes to fees/charges in Appendix eight, for consultation before finalising work in this area and approving the MTFP and 2017/18 budget prior to Council Tax levels being recommend to full Council.

Proposal Cabinet is requested:

- To agree the Medium Term Financial Plan, shown in summary at Appendix one, noting that it will be subject to on-going review and updating, in particular on future changes in Welsh Government (WG) revenue support grant.
- To agree the new, 4 year draft budget investments and saving options contained in Appendix two and four as the basis for consultation, along with the outline business cases showing further details on savings shown in Appendix five.
- To note the new, 4 year draft budget saving options which are being implemented under delegated authority by HoS shown in Appendix six along with links to their business cases, for information.
- To note the budget savings which were agreed by Cabinet in February 2016 and consulted on then, shown in Appendix seven along with links to their business cases, for information.
- To agree the proposed increases in fees & charges shown in Appendix eight as the basis for consultation.
- To note, within the overall budget position, the position regarding the proposed school funding for 2017/18 and medium term (paragraph 30).

Action by Directors / HoS

Timetable Immediate

- New proposals in Appendix two and four and fees/charges in Appendix eight require formal consultation with a range of stakeholders between this meeting and February 2017
- Directors / Heads of Service – implement those delegated proposals, as appropriate

This report was prepared after consultation with:

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

Signed

Background

Context

1. The Council developed and implemented its 'Prospectus for Change 2013-17' in 2013 and this has underpinned the Council's Medium Term Financial Plan and the Council's Corporate Plan, 'Standing up for Newport' since then. Through a range of improvement initiatives, it has provided the framework for the delivery of significant change and savings over the last 4 year period.

Given the on-going challenges, a new document of 'Newport 2020' was approved by Cabinet last February, setting out how services will need to change to continue to deliver the priorities set out in the corporate plan and the overall mission of the council – "Improving People's Lives" whilst also delivering sustainable public services. Alongside a number of key 'themes' which were set out to Cabinet previously e.g. managing demand; these provide the current overarching context to how services will change.

The current 'Newport 2020' programme and themes are key parts of the 'golden thread' that link the Council's vision with detailed change and efficiency projects and ultimately, annual service plans.

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

2. The plans outlined above will both inform and be refined as a new Corporate Plan is developed in 2017, after the May local Government elections. It will be crucial that the administration then set's out clearly it's vision and importantly, more detailed change and other work programmes over the medium term, clearly showing how services will be changed to meet priorities and within the; inevitably challenging, financial envelope predicted over that time. The documents, as they are, provide a good platform to develop from.
3. The MTFP and change/efficiency programme is developed to meet the medium term financial challenges as the Council understands them at the time, of which the WG revenue support grant plays a key part. The current planning assumption for this is currently a 1.5% reduction in 2018/19 and cash-flat thereafter.
4. The lack of medium term settlements or even indicative settlements from WG has been a major problem in facilitating medium term financial planning. The recent 'Spending Review' does allow some forward planning to now take place at WG and this Council, with others and the WLGA continue to press for this. Whilst the overall Local Government grant settlement saw a small increase for 2017/18, Ministers have indicated that the next 2 years after that will be challenging, with cuts in the overall settlement. In addition, there is a desire to give Local Government some indicative future grant settlement figures, maybe in January 2017 and therefore the current assumptions above will be updated in time for the February 2017 Cabinet meeting.
5. The Council received the provisional local government finance settlement from WG on 19th October. Overall, it confirmed that the Council would receive £209,013k for 2017/18. After allowing for net grant transfers into/out of the grant and new responsibilities funded (per WG estimates) in the RSG, this is a 'cash decrease' of £234K (-0.11%) from current funding.

After allowing for unavoidable inflation pressures of c£2,151k which the Council needs to fund, this cash settlement constitutes a 'real terms' decrease in its grant of c1%. On top of this, the Council has to also consider and fund unavoidable budget pressures from demographics, increasing demand, unfunded UK/Welsh policy changes and other issues and therefore significant savings in the base budget are still required to balance the budget.

6. The overall Local Government grant settlement was 0.1% higher than current grant funding and in that respect, was significantly better than the previous few years. Unlike previous years however, where Newport's own settlement was among the best within Local Government overall, the reduction in grant in the draft settlement for 2017/18 was the 14th highest.

Some of the changes to key datasets which drives the Councils Standard Spending Assessment (SSA) calculation meant that Newport suffered a relatively large decrease in grant. Key changes were:

- *Lower population estimate of 1.6%*. A different estimation process used for 2017/18 onwards reduced the overall Welsh population estimate but in relative terms, more in Newport - 20th highest reduction
- *Lower No's of children receiving free school meals at c5%* - one of the biggest reduction across Wales – c20th highest reduction
- *Lower No of employment related benefits at c11%* - one of the biggest reductions across Wales – 15th highest reduction
- *Lower No of children from out of work families at 3.4%* - a relatively high reduction in Wales – 8th highest reduction
- *Higher No of school pupils at 1.6%* - one of the highest increases in Wales

As a result of the above, the Councils SSA reduced slightly from the current year's value, with decreases in school's SSA and Social Care, and increases across other segments. Of course, the datasets point to an improving situation regarding key aspects of Newport's population, though it has an immediate negative impact on the Councils funding.

Our experience 'on the ground' is different however in terms of key drivers of 'need' – population and pupil numbers. The Council's Tax base will be increasing very significantly in relative terms in 17/18 and predicted to grow again in 18/19 based on planning applications/known developer activity. It has been growing over the previous 3-4 years too. These indicate an increasing population which the new estimating process has not reflected. In addition, we have a number of new primary/secondary schools opening over the next 3-4 years, including in 2017/18, to meet the on-going increases in school age children. Over the next 4 years or so, the running costs of the new schools are predicted to be c£6m.

As shown in para 7 below, the grant position could worsen further when the final settlement is confirmed. Whilst the overall settlement for Welsh Local Government was much better than predicted, the situation in Newport is clearly very disappointing and challenging, as shown by the current MTRP which requires the Council to find substantial savings in 2017/18 and the medium term – much of it because of the pressures caused by a 'growing city'.

7. The WG final grant settlement is due on 21st December and further information is awaited in relation to the receipt of specific grant income. Any change in the final settlement will come about when a Council's change in Tax Base (No of 'Band D equivalent properties) is more or less than the Welsh average with those areas with higher and lower changes losing or gaining grant respectively. The Head of Finance has set the Tax Base for 2017/18 and it will increase by over 2%, significantly higher than the all Wales average of c0.5%-0.8% over the last few years. Whilst we await the final settlement to see what impact this has had, it seems very likely that the Council could potentially suffer a further decrease in its grant settlement, and there is the possibility this could be significant.

Given this, the Leader has written to Welsh Governments Finance Minister setting out her concerns with the new population estimation process and providing evidence of Newport's

growing population in order that the Minister is able to consider these when the final grant is finalised.

The current position in relation to the 2017/18 budget provides a 'contingency' for a further significant decrease. At its meeting in February 2017, when the Cabinet will need to finalise its budget, the position on the final settlement and its impact on the overall budget can be taken into account.

8. Over the last few years, a significant issue within the overall budget position is the WG promise of protecting schools' funding. Our understanding, alongside that of other Councils, is that the 'WG pledge' has been met over this time, which ended in 2015/16 and schools funding in the current 2016/17 year was one of the most generous across Wales. There has been no pledge / similar promise indicated for 2017/18 or additional funding for schools communicated by WG as being included in the draft 2017/18 settlement. More details on the proposed school funding position is included below, including budget increases made to schools over the last few years.
9. In terms of Council Tax and Standard Spending Assessment (SSA), it is well documented that Newport City Council Tax is low compared to others in Wales and its spending is well below SSA (c£7m), that level of spend which WG calculates is required to deliver a 'standard level' of service. The low level of Council Tax funding is the major contributor to the SSA position. The draft budget here, assumes a 4% Council Tax increase, any further decrease in this Council Tax assumption will lead to a further differential between Newport City Council's budget and the SSA.
10. Pay, contract and income inflation is included within the MTFP summary shown in Appendix one to this report together with the key assumptions within these. In addition, the Council has a well-developed risk based financial modelling framework to manage in year financial management and this has been used, where appropriate, to inform demographic and other similar budget pressures. Other budget issues informed from the current 2016/17 year budget monitoring are included, where needed, as are any issues coming out of the corporate risk register, requiring additional funds to mitigate. These issues were explained in detail in the September Cabinet meeting on budget planning and there have been no changes to the major assumptions included in this report.

Budget conversation

11. Building on the significant consultation work carried out ahead of the 2015/16 & 2016/17 budget and MTFP, the focus of engagement for 2017/18 has been to inform the public and stakeholders about the financial pressures faced, the process of formal consultation, how they can remain informed and to give them an opportunity to put forward suggestions and ideas. Furthermore, recent engagement work has explored longer term priorities in support of the Council and Public Service Board's work on the Wellbeing of Future Generations Act 2015. The delivery of wellbeing objectives and national wellbeing goals will increasingly inform long term financial strategy and service planning. The formal budget consultation will be primarily based on an in-depth survey of the public's views on the savings proposals; the results of which will be included in the report to Cabinet in February 2017. The Fairness Commission will consider and reflect on the implications of the proposed budget and will also report to February Cabinet. Lastly, all Scrutiny Committees and the School's Forum will also consider and feedback on these budget proposals. Service Areas will be expected to undertake specific consultation with service users and other stakeholders before implementation, where this has been identified within the relevant Fairness and Equality Impact Assessments. This will include any statutory duties to consult e.g. as required by the Equalities Act 2010 and Children and Families (Wales) Measure 2010.

Revenue Budget Strategy

12. The overarching budget strategy for the Council continues to be to provide 'Value for Money' in providing services to the public. In this respect, the continuation of a robust strategic change programme delivering the Council's agreed vision/priorities and improving the internal processes

of the Council are key, with the Council's MTFP both 'informing' and 'articulating' the key planning documents of the Council. In addition, the strategy needs to accommodate the one-off funding required to deliver the significant change programme and protecting the financial health of the Council during this challenging period.

13. Appendix one shows the current high level MTFP and whilst it is imperative that the Council maintains and improves on its medium term view of changes, the Council is still required to approve an annual budget and Council Tax level. As shown, the better than expected WG draft settlement and increased Council Tax base has resulted in the position for 2017/18 being 'in credit'. However, given the potential for the final settlement to confirm further decreases in the grant settlement, it is recommended that Cabinet consult on the full set of worked up proposals. This will allow Cabinet to take time and;

- consider the results of consultation
- confirm the final grant settlement
- reflect on any updates from WG regarding future grant settlements
- any emerging information on specific grants which have financial impacts

Once the final grant settlement is confirmed, Cabinet can then consider the position for 2017/18 with certainty.

14. Major new projects within the current change programme include:

- Explore alternative service delivery for the IT service
- Reviewing and re-configuring Youth services
- Promoting greater independence in the Learning Difficulties client group
- New commissioning and procurement strategies within social care from third sector providers

These are in addition to the major projects already approved and currently in progress, such as:

- Re-configuration of the Museum and Library services
- Disposing of waste through the new Waste Treatment plant and attracting more commercial waste into the landfill site

15. The Council has already set strong foundations through the current visioning and change/efficiency approach in place and will need to ensure that over 2017, it develops its new Corporate Plan and associated change programme which deliver focused services at lower costs and balances the Council's medium term financial position. This current position however should not detract from the significant work that has already gone into meeting the challenge of austerity, generating annual significant savings for a number of years to date – over £45m since 2012/13.

16. For 2017/18 specifically, the Council is currently planning on investing c£5.2m in the draft budget over and above an allowance for inflation on pay and prices and this investment is included in Appendix two. It includes:

- £137k for adult social care demographic increase
- £400k for underlying / historical demand for adult social care services
- £400k for increasing number of children in out of County placements
- £324k of pressure from implementing national policy of increasing 'capital limit' before any contributing is payable for residential care charges
- £1,025k for pay increments
- £110k for pension auto enrolment costs
- £447k cost of paying National Minimum Wage to Council contractors, mainly Social Care
- £316k cost of national Apprenticeship Levy

- £250k pressure from undelivered landfill income target saving
- £150k pressure from shortfall in delivering 'double handling' target saving
- £547k pressure from shortfall in delivering cross cutting savings

As can be seen, there are major budget pressures stemming from unfunded legislative/regulation changes by National and Welsh Governments at c£870k as well as investment in social care at c£1.3m.

17. A key part of the budget strategy, as noted above, is to manage risks and protect the financial health of the Council whilst also supporting the on-going transformation of the Council. In this respect, the Council has at its disposal:

- The invest to save reserve
- Revenue base budget contingency
- General Reserves

18. In addition to the above, the Council's current base budget does not rely on utilising one off reserve funding and this deliberate revenue budget plan has been in place for a number of years now. As noted, the Council has a base budget contingency, currently standing at c£1.5m. This is a more flexible approach to managing risk as this budget is available each year and this can be used if required. Over the last few years, the contingency has been 'protected' to enable it to deliver a saving to the overall budget and be available to credit into reserves, as needed. As a base budget provision, it is also available permanently each year which, given the prolonged period of financial challenges facing Local Government, is more appropriate than one off / short term funding available from reserve funds. An updated position on the requirement, availability and use of these kinds of resources will be given as part of the final budget setting report for 2017/18.

19. The current position on the MTFP does not include any pressures in relation to the City Deal. If the Council signs up to the regional development scheme, there would be significant pressures in addition to those detailed above. This will be updated in the February Cabinet report when there is greater assurance on the position.

Saving Options

20. The savings proposed are being made within a challenging context of funding restrictions and significant savings already delivered over the last 4-5 year's. In addition to funding reductions, new responsibilities have increased budget pressures to meet these. Key contextual information is shown in Appendix three.

21. As shown in Appendix one, total savings of c£5.6m are shown in 2017/18. Of this, £2.2m has already been approved in Feb 2016 as part of the setting of the 2016/17 budget/MTFP which included agreeing future year savings. A number of the new savings, totalling £2.4m do not need to be consulted on, given the nature of the savings and the Council's Scheme of delegation. The normal staff, unions and any other required consultations protocols are being adhered too in respect of all savings.

22. The following tables show the split of the total savings and the decision making split of the new proposals plus the relevant Appendixes which provide further details.

Table 1 – Split of total savings

Split	£k	Relevant Appendix
Savings already agreed/revised from Feb 2016	2,191	Appendix 7 – summary description/links to business cases
New Savings	3,454	Appendix 4 & 6 – summary description
Total Savings	5,645	

Table 2 – Decision making on ‘new’ savings

Decision making	£k	%	Relevant Appendix
Cabinet decisions – proposals requiring consultation (inc Cabinet Member decision)	1,102	32%	Appendix 4 - summary description Appendix 5 – business cases for each proposal
Delegated decisions - being implemented under delegated authority (Head of Service delegated)	2,352	68%	Appendix 6 – summary description and link to business cases
Total New Savings	3,454	100%	

23. As shown above, the Cabinet are asked to approve £1,102k of savings which will form the basis for consultation, before final decisions in February 2017 and further details for each proposal are shown in Appendix five. Further new savings of £2,352k are already being implemented under delegated authority.

Appendix seven lists those savings already agreed in February 2016 which are either in progress or are due to be implemented in 2017/18 or beyond with links to their business cases. The total is £2,191k. No further details are shown for these as they have already been approved though it should be noted that in some cases, the timings/value of savings have been updated in light of experience gained in their implementation. The net impact of this in 17/18 is £855k fewer savings (£3,046k reducing down to £2,191k). This specifically relates to the following proposals:

- Education – joint working with Social Services £116k removed
- Streetscene & City Services – Prosiect Gwyrd/ Commercial waste £285k removed
- Streetscene & City Services – Special Collections £44k removed
- Non-Service – Removal of additional 1% Council Tax £110k removed

As noted above, they represent the financial articulation of the Council’s change/efficiency programme to meet its vision. Irrespective of the decision making process, business cases for all new savings are shown here for completeness and transparency.

24. As in the previous three years budget setting and medium term financial planning process, Cabinet will be asked to retain a medium term view and will agree in February 2017, the full package of new medium term savings (and investments) to be added to what has already been approved, within the MTFP.

25. In addition to external public consultation, these items will also be reported to Scrutiny Committees, the Fairness Commission, Unions, School Forum and Third sector/Business community throughout December / January. As already noted, further work is required on the Council’s Corporate Plan, change programme and proposals to balance the overall MTFP both in total and in individual years. The MTFP in Appendix one shows the financial gap for the

medium term budget gap is between c£21m - c£31m, based on a neutral to 2% grant reduction over this time, respectively. As already said, further work on the Autumn Budget Statement and any updates from WG will be concluded before the Cabinet meeting in February to confirm the position at that point.

26. Directors and Heads of Service have gone through a robust process to develop the new change programme projects and other saving proposals, supported by the Business Improvement and Development Team and Senior Finance Business Partners and their teams. A governance framework to support and report on implementation is already in place and will ensure key projects, as required, are adequately resourced and supported and problems are flagged up early so that appropriate action can be taken, if required.
27. The new savings shown in Appendix four and five are permanent base budget 'cashable savings' i.e. they reduce, permanently, the net budget of the Council via reduced actual expenditure or increased external income.
28. The Welsh Government Final Settlement is due on 21st December and the Council's budget setting meeting will be in February 2017 and with over three months before the commencement of the new financial year, there is still scope for changes within the financial data underpinning the MTFP. Such changes include, but are not limited to, the notification of outstanding levies and specific grant approvals. As noted, WG may publish indicative future settlement figures in January and if that happens, this will also be a key change. Whilst such changes are not directly under the control of the Council, any amendments resulting from them will need to be reflected in the final budget and MTFP in due course.
29. Irrespective of the decision making process, all budget proposals have been reviewed, where needed, to ensure the Council understands and mitigates, where possible, fairness and equality issues. Fairness and Equality Impact Assessments (F&EIA) are a process which seeks to identify whether proposals will have a positive or negative impact in relation to the protected characteristics, as defined by the Equalities Act. Within Newport, they also include an assessment against the principles of fairness, as presented by Newport's Fairness Commission. Where required, proposals include mitigating measures needed to ensure we meet our equalities responsibilities. Heads of Service, working with colleagues from the Business Improvement Team and Partnerships and Policy Team, have identified those specific proposals where an F&EIA would be required.

Schools' Funding

30. The draft proposals here show that there is no reduction to school's funding, unlike other parts of the Council's budget where savings are being made. It is proposed to keep the school's budget at the current level, with exception of funding to cover incremental pay increases for non-teaching staff linked to implementation of Total Reward. The school's budget will therefore need to absorb all other costs, including those pressures stemming from demography, the running costs of new schools due to open in September 2017. Whilst clearly challenging, this follows a number of years where Council core funding and specific grant funding to schools have increased significantly each year, including this current year when the Council's core funding increase was the highest in Gwent and one of, if not the, highest in Wales. The increased funding has been utilised to fund pressures including annual pay increases, pay increments and increased pension/NI costs over these years.

Whilst the cash-flat proposal for schools is a key feature of the 2017/18 budget strategy and was signalled early in the September Cabinet meeting, the current MTFP shows that for 2018/19 onwards, funding over the medium term is included for issues such as demography and new school running costs. Also from 2018/19 onwards it is proposed that the process for schools funding is brought into line with the rest of the Council following the end of the 'WG pledge'. Therefore included in the MTFP is a 1% pay uplift, funding for increments and increases for

general inflation against other non-staff budgets. These will need confirming, along with all other service investments/pressures in due course, after May 2017.

The table below shows how the overall schools budget has increased by over 19%, including specific grants, over the period shown, in contrast to other parts of the Council. Over this period, the school's budget has enjoyed the highest level of protection and indeed, funding.

	<u>Nursery</u>	<u>Primary</u>	<u>Secondary</u>	<u>Special</u>	<u>Total</u>
2011/12	606	45,195	42,830	1,615	90,246
2012/13	683	48,100	45,281	2,342	96,406
2013/14	656	50,193	46,152	2,959	99,960
2014/15	585	52,234	47,165	2,894	102,878
2015/16	519	52,924	47,480	3,724	104,647
2016/17	503	54,586	48,649	4,041	107,779

Increase in funding over period shown (including specific grants)	+19.4%
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The increase in the funding shown in the table above includes increased funding from specific grants and transfers of delegated services into the schools budget. If these are excluded schools have seen a total increase in budget of 11%.

Timetable

The timetable for approval of the 2017/18 budget is as follows:

Cabinet agrees options as a basis for consultation	21st December 2016
Consultation period	21st December 2016 to 20th January 2017
Cabinet considers feedback from consultation and recommends an overall budget & resulting Council Tax, based on agreed final proposals	20 February 2017
Council approves the overall budget and Council Tax required	2nd March 2017

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?
Planning parameters around inflation are incorrect	M	L	<ol style="list-style-type: none"> 1. Total Reward revenue funding, earmarked for incremental drift in 17/18 could be used early to manage higher than planned pay rises 2. Use of Pay Reserve also available for this 3. Use of contingency, where required 	HoF
Planning parameters around WG revenue grant are incorrect over medium term	H	M	<ol style="list-style-type: none"> 1. Use of contingency, where required 2. Keep the assumptions under constant review 3. Use of conservative assumptions 	HoF

Increasing budget pressures over medium term	M	M	<ol style="list-style-type: none"> 1. Manage demand, where possible 2. Keep MTFP under constant review 3. SLT review of all budget pressures within MTFP 	SLT
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The overall aim of the budget and MTFP is to ensure resource allocation is based on priorities, supports the delivery of the Council's change programme and saving proposals and protects the financial health of the Council. The MTFP summary shown in Appendix one and the detailed list of new investments and service / budget saving options shown in the Appendices contribute to this aim.

Options Available and considered

There are few options available as the Council is required to consult on its budget where decisions do not fall under delegated authority and therefore needs to agree the basis of its consultation.

Preferred Option and Why

To consult on the new medium term package of budget proposals contained in Appendix four and their business cases in Appendix five.

Comments of Chief Financial Officer

The main financial issues are contained within the body of the report. Of particular importance is the need for the Council to develop a strategic approach to change the way services are delivered, within the context of a new, updated Corporate Plan which will need developing and agreeing in 2017. The on-going financial challenges will require significant changes in how services are delivered.

The MTRP shown in Appendix one shows the current known budget pressures and priorities requiring investment and along with the predicted changes to its future funding, show the predicted medium term financial challenges for the Council over the period shown. The funding position will be reviewed in January 2017 and updated / confirmed as appropriate for the February 2017 Cabinet. In that respect, any updates from Welsh Government on future grant settlements, following the Autumn Statement will be key.

In its February 2017 budget setting meeting, further details on financial resilience and capacity to meet performance targets and mitigate risk will be included. These issues were set out comprehensively when agreeing the main budget setting planning parameters in the September budget report to Cabinet and will be reviewed again as the final budget is agreed.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report at this stage. Cabinet is being asked to approve the budget proposals as the basis for implementing the Council's medium term financial plan, the Prospectus for Change and Corporate Plan, in order to deliver a balanced budget and the strategic vision for the provision of services. Cabinet is also being asked to approve the strategic service delivery options within the budget proposals for the next 4 years, as the basis for further public consultation, where those business cases are not delegated to individual Cabinet Members or Heads of Service, in accordance with the Council's scheme of delegation. Cabinet will then take a final decision on those

business cases in the light of the responses to the public consultation, prior to making a recommendation to Council regarding the budget for 17/18. The implementation of all these business cases are executive matters, with the exception of any consequential staffing proposals which are non-executive matters delegated to Heads of Service. However, whichever decision-making process applies, all of the business cases have been the subject of equality and fairness impact assessments to ensure that the Council has regard to its public sector equality duties under the Equality Act and is also acting fairly in terms of the impact of the proposed changes. In addition, where specific proposals require more focussed consultation with staff and key stakeholders, for example under the Children and Families (Wales) Measure, this will be carried out prior to the implementation of any proposed changes. The proposals have also been evaluated in accordance with the target duties under the Well-Being of Future Generations Act in terms of sustainability and well-being objectives. The setting of the overall budget and council tax rate for 17/18 is a matter for full Council as these are non-executive reserved matters under the Constitution

Comments of Head of People and Business Change

The budget options outlined in the report will have a direct impact on employees across the Council, including schools. Changes to structures and staffing will be required to make the necessary service changes and savings. This transformation agenda will be supported through Human Resources, Finance & the Business Improvement and Development Team, ensuring that the Council's services are financially sustainable into the future, and continue to deliver high quality services to Newport's citizens. The change programme will need to incorporate meaningful consultation with trade unions and affected employees, and this is an ongoing process.

The Council will aim to minimise the impact of the budget on employees across our services, and a number of actions are currently being undertaken to assist in this e.g. restrictions on recruitment, reduction in use of agency staffing and overtime and greater opportunities for early/flexible retirement and reduced working arrangements. However, given the increasing scale of the challenges facing the Council over the next few years and beyond, it has to be recognised that the Council cannot rule out having to make redundancies. All employees directly affected will be supported by the provisions of the Council's "Job Security Policy", which aims to minimise compulsory redundancies and retain employees in our employment wherever possible.

Over the last three years extensive public engagement has been undertaken in relation to setting service delivery priorities and identifying which services matter most to people, and contribute to their wellbeing. Cabinet have considered the results of this engagement and this has been reflected in the budget programs taken forward in 2015/16 and 2016/17.

The Wellbeing of Future Generations Act 2015, which came into force in April 2016 provides a framework for embedding sustainable development principles within the activities of Council and has major implications for the long-term planning of finances and service provision. A corporate training and development program is underway to ensure that senior management and elected members are aware of the implications of the Act and the part they will play in embedding its principles and ways of working. Key documents and processes have been revised so that they incorporate sustainable development and wellbeing principles. The Business Cases used to develop savings proposals now require the consideration of the "five ways of working", and similar revisions have been made to report templates and the Fairness and Equality Impact Assessment format.

Comments of Cabinet Member

The Cabinet Member for Finance and Chair of Cabinet have approved the report.

Local issues

N/A

Scrutiny Committees

Proposals contained in Appendix 4 and their business cases in Appendix 5 will be consulted on specifically with Scrutiny Committees.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

This is referenced in paragraph 29 of the report.

Children and Families (Wales) Measure

All proposals will be consulted on widely, as required.

Wellbeing of Future Generations (Wales) Act 2015

The Act is referenced in the report.

Crime and Disorder Act 1998

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Consultation

Comments received from wider consultation, including comments from elected members, are detailed in each application report in the attached schedule.

Background Papers

N/A

Dated: 21-12-16

Appendix One	-MTFP
Appendix Two	-Budget investments
Appendix Three	-Contextual note for budget savings
Appendix Four	-New budget savings for consultation
Appendix Five	-New budget savings for consultation – business cases
Appendix Six	-New budget savings implemented under delegated authority

Appendix Seven -Budget savings previously approved
Appendix Eight -Fees & Charges for consultation

APPENDIX ONE – MEDIUM TERM FINANCIAL PLAN (MTFP)

	2017/18	2018/19	2019/20	2020/21	TOTAL
<u>Pressures</u>					
Inflation	2,151	3,346	3,425	3,515	12,438
Other	5,185	6,888	5,755	4,086	21,914
Total Pressures	7,337	10,234	9,181	7,601	34,353
Technical Adjustments	- 50	-	-	-	- 50
(INCREASE)/DECREASE IN REVENUE SUPPORT GRANT(0.11% 17/18, assumed 1.5% 18/19 and flat thereafter)	140	3,090	-	-	3,230
Increase in tax base - C.Tax @ 16/17 rate	- 1,299	-	-	-	- 1,299
C. Tax @ 4% in 17/18 (4% thereafter)	- 2,246	- 2,266	- 2,286	- 2,306	- 9,105
Less consequential increase in benefits	737	521	526	530	2,314
GAP	4,619	11,579	7,420	5,825	29,443
Savings	5,645	1,050	1,611	20	8,326
Balance - @ -0.11% WG reduction 2017/18 (and 1.5% 2018/19)	- 1,026	10,529	5,809	5,805	21,117
Balance - @ -1.5% WG reduction	N/A	10,529	8,853	8,803	28,185
Balance - @ -1% WG reduction	N/A	9,510	7,859	7,834	25,203
Balance - @ -2% WG reduction	N/A	11,538	9,826	9,742	31,107

APPENDIX TWO – BUDGET INVESTMENTS

(I) NEW BUDGET INVESTMENTS

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
PEOPLE						
1	Education (Schools)	Ysgol Gyfun Gwent Is Coed: This is the new Welsh Medium Secondary School, which is being established from September 2016. The schools is opening as a seedling school with intake of pupils up to the following numbers in September of 2016 (90), 2017 (120), 2018 (120), 2019 (120), 2020 (120) and 2021 and thereafter (150). The costs now built into the MTRP are those costs associated with the growth of the school, as it takes in the additional year groups, and significantly grows its curriculum towards year 11 and GCSE year groups. The initial operating costs in 16/17 have been met through a school reserve, which has been exhausted covering the initial seven months of operation and set up.	0	202	271	275
2	Education (Schools)	New ASD School Provision: This is the new ASD Special School which is being established on the site of Gaer Primary School. The school building is due for completion in early 2017. The school is being built to accommodate 48 pupils and will be a 3-16 school. The MTRP assumes that the school will open with pupils in September 2017, and costs reflect full staffing and running costs of the school as demand indicates that the school should be full. Costs have been therefore indicated over two financial years to reflect the academic year trans versing the 17/18 and 18/19 financial years.	0	314	0	0

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
3	Education (Schools)	New Jubilee Park Primary School: This school will be established on the housing development of the former Alcan Site, and is being built by the developer as part of S106 agreements. The school will be a 1.5 FE school, with a nursery and LRB unit on site. The MTRP assumes that the school will open in September 2017 as a seedling school with cohorts of up to 45 pupils being admitted each year until all year groups are admitted. The costs that are therefore built into the MTRP are those costs associated with the growth of the school.	0	393	225	90
4	Education (Schools)	New Llanwern Primary School: This school will be established on the housing development of the former steelworks Site, and is being built by the developer as part of S106 agreements. The school will be a 2 FE school, with a nursery and LRB unit on site. The MTRP assumes that the school will open in September 2019 as a seedling school with cohorts of up to 60 pupils being admitted each year until all year groups are admitted. The costs that are therefore built into the MTRP are those costs associated with the growth of the school.	0	0	519	411
5	Education (Schools)	New West Glan Llyn Primary School: This school will be established on the housing development at St Modwens, and is being built by the developer as part of S106 agreements. The school will be a 2 FE school, with a nursery and LRB unit on site. The MTRP assumes that the school will open in September 2018 as a seedling school with cohorts of up to 60 pupils being admitted each year until all year groups are admitted. The costs that are therefore built into the MTRP are those costs associated with the growth of the school.	0	519	411	122

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
6	Education (Schools)	New Primary School: This school will be established on the housing development at the Whiteheads site, and is being built by the developer as part of S106 agreements. The school will be a 2 FE school, with a nursery and LRB unit on site. The MTRP assumes that the school will open in September 2020 as a seedling school with cohorts of up to 60 pupils being admitted each year until all year groups are admitted. The costs that are therefore built into the MTRP are those costs associated with the growth of the school.	0	0	0	519
7	Education (Schools)	New Nursery units: Additional Nursery units are being developed for additional pupil demand on for Primary School Sites, these being Llangstone, Mount Pleasant, Marshfield and Pentrepoeth, costs put into the MTRP are for associated costs of running the units with up to 20 FT places in one school, and 16 places in the other three.	0	0	0	0
8	Adult & Community Services	Double Handling Pressure - £300k 16/17 savings project that the service area is unable to achieve in their entirety.	150	0	0	0
9	Adult & Community Services	Supporting People Grant Reductions: Due to the application of the pricing policy of LD supported living following WG review. £726k budget pressure profiled over next three years.	300	150	276	0
10	Adult & Community Services	Underlying budget deficit in Community Care.	400	0	0	0

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
11	Adult & Community Services	Capital Limit - one of the Government's top six 'Taking Wales Forward' commitments is to uplift the capital limit as it applies in residential care charging from £24,000 to £50,000. No commitment has been made as to the timing of this, or how the uplift should be introduced (in one go or on an incremental basis).	324	TBC	TBC	TBC
12	Adult & Community Services	Specific grants transferred into settlement: Delivering Transformation Grant.	144	0	0	0
PLACE						
13	Regeneration, Investment & Housing	Play Development - legislative changes and reductions in grant have resulted in increasing costs.	25	0	0	0
14	Regeneration, Investment & Housing	Homelessness - Additional pressures resulting from increased statutory duties under the Housing (Wales) Act 2014 and increased costs associated with the management of private sector leasing scheme.	50	0	0	0
15	Regeneration, Investment & Housing	Provision Market - significant under recovery of income from the market.	126	0	0	0

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
16	Regeneration, Investment & Housing	Disabled Facilities Grant (DFG) - provision of the Disabled Facility Grants (DFG) service in the private sector housing department.	90	0	0	0
17	Regeneration, Investment & Housing	NDR Property valuation from April 2017.	72	0	0	0
18	Streetscene & City Services	Landfill site income target - Assumed additional income in 16/17 has not been realised as a result of commercial operators taking waste to the new PG incineration plant.	250	TBC	TBC	TBC
CORPORATE						
19	Corporate	Public Sector Broadband Aggregation (PSBA) - Introduction of new method of core cost reallocation which has led to an increased cost to the Council. PSBA transformation exercise is currently underway to transform both the core and the connectivity of each organisation which means that a number of circuits will have to be provisioned. The revenue costs to the Council will increase but these are yet to be determined. The ongoing upgrades will be funded by the Council post march '18 - the financial costs of this are yet to be determined.	34	0	0	0
NON SERVICE						

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
20	Non - Service	New Ways of Working - Undelivered savings target relating to previous years.	547	0	0	0
21	Non – Service	Apprenticeship Levy - New government initiative announced in the 2015 Summer Budget. Levy is to be applied to total pay bill for large employers across all industries. The government is introducing the apprenticeship levy to help fund three million new apprenticeships by 2020.	316	0	0	0
22	Non - Service	Pension Deficit - Market conditions have continued to worsen for funds and the deficit is likely to increase from £47bn since the last valuation by around £20bn. The exact increase of individual employer contributions are to be negotiated once the details of the LGPS triennial valuation have emerged. 1% increase currently assumed, however, final details not due to be confirmed until Summer 2016.	0	633	0	0
NEW INVESTMENT TOTAL			2,828	2,211	1,702	1,417

(II) AGREED/ REVISED INVESTMENTS

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
PEOPLE						
23	Education	3 and 4 Year Olds - The expansion of the Welsh Government Flying Start initiative, coupled with the general increase in population and the Local Authorities development of additional Nursery provision means that from 2017/2018 additional funding is required to meet additional capacity needs.	0	0	0	0
24	Education (Schools)	Secondary School Demographics - net increase for 2016/2017 financial year and beyond. Snapshot taken of known position at 6th March 2015. The figures show increases of 28, 81, 121, and 335 for 2016/2017 to 2019/2020 respectively into the system. For 16/17 & 17/18 proposal is to limit schools to cash limit of 15/16 budget, therefore no pressures included for these years.	0	266	786	461
25	Education (Schools)	Primary School Demographics - net increase between primary and nursery pupils for 2016/2017 financial year and beyond. Snapshot taken of known position at 6th March 2015. The figures show increases of 298, 209, 258, and 367 for 2016/2017 to 2019/2020 respectively into the system. For 16/17 & 17/18 proposal is to limit schools to cash limit of 15/16 budget, therefore no pressures included for these years.	0	462	650	47
26	Education (Schools)	Maes Ebbw Special School - capacity building through Capital investment. Revenue consequences of Capital Bid being presented to cater for additional staffing with regard to the creation of additional Capacity proposed to be created at the school, and the ability to take further additional pupils over above current levels. The current position	40	0	0	0

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
		within the school is it has capacity for 100 pupils, but at the present time has 124 pupils on site. The capital bid, which is to be submitted for 6 additional classrooms at £2.3m will give capacity at 148, allowing the school to safely deliver education to those currently on site, and allow additional known demand to be catered on site. The revenue consequences of the development is additional staffing of 6 Teachers and 12 Teaching assistants at total cost of £550k, of which circa £100k can be found from within current ISB resources when pupils move, and a further £180k from anticipated savings falling out of a schools reorganisation programme to be finalised during the current MTRP process. Therefore the revenue burden sits at £270k over two years.				
27	Adult & Community Services	Adults - Demographic Growth. Funding based on current trends and demographic forecasts.	137	157	169	0
28	Adult & Community Services	Transitions - Children due to turn 18 that are in the children with disabilities team (CDT) and are therefore likely to go into the adult social care system. This is worked out based on the full year cost of 4 children at the current package cost within Children's services. Not all LAC's who turn 18 would apply here, only those in the CDT.	57	297	180	0

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
29	Children & Young People Services	Kinship - There have been increases of children being granted Special Guardianship Orders of around 25% per year, for the last couple of years. Based on reviewing these trends and current numbers, these pressures are needed until the situation plateaus in the years to come. Based on end of May 2016 projection Kinship budget is anticipated to underspend therefore no growth required in 17/18.	0	100	0	0
30	Children & Young People Services	Out of Area Residential Placements - Based on an age profile showing children turning 18 and a trend analysis of the likely number of new cases, gives rise to this budgetary pressure. June 16 forecasts anticipate a £426k overspend in this area.	400	0	0	0
31	Children & Young People Services	New legislation/Regulation - Fostering 'When I'm Ready'/Leaving Care - This is an amendment to a line in the last agreed MTRP, where some costs can now be estimated. There are changes to legislation regarding support for foster children up to the age of 25. We are still awaiting final guidance on this but these calculations are based on foster carers receiving the WG minimum allowance for 16-18 year olds until the age of 25, assuming that all children as they turn 18 are included. These can be children from Independent Fostering Agencies, Out of Area Residential Placements and in house looked after children.	141	187	163	150

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
NON-SERVICE						
32	Non-Service	Non-teaching staff increments	717	777	0	0
33	Non-Service	Teaching staff increments	308	759	607	486
34	Non-Service	<p>Auto enrolment in Pension scheme Newport's staging date will be somewhere between 1st April and 30th June 2013. Staff earning over £8,105 will automatically be enrolled into a pension scheme for one month and will then have the ability to opt out of the scheme. Assuming all classes of employee currently not in a pension scheme stayed enrolled the maximum employers contribution (LGPS existing scheme) will cost £1.618m per annum. However it is assumed for budget purposes that only permanent staff will potentially stay in the scheme and that there will be minimal take up from Casual, Fixed Term, Seasonal, Sessional, and Temporary staff. It is not possible to assess how many permanent staff will remain in the pension scheme but it is felt prudent to make budget provision for 30% of this potential cost which equates to £0.507m.</p>	110	0	0	0

Unique ID	Service Group	Description	17/18	18/19	19/20	20/21
			£'000	£'000	£'000	£'000
35	Non-Service	Other pressures' - To Be Identified as annual detailed budget work undertaken - there is normally miscellaneous budget pressures identified. This amount here provides an 'allowance' for this - so that the overall budget gap in each year takes account of some amount for this.	0	1,000	1,000	1,000
36	Non-Service	Capital programme MRP / Interest Costs of capital programme MTRP/ interest, following a review of the programme in Sept/Oct 2014 and subsequent re-phasing of projects.	0	200	0	0
37	Non-Service	National Minimum Wage - Subject to significant uncertainty but preliminary work confirms that increase in cost to our contractors will be very substantial. Contracts & Commissioning manager has advised to reduce down from initial estimate and advised 5% annual increase would be passed to external providers.	447	472	498	525
AGREED/REVISED INVESTMENT TOTAL			2,357	4,677	4,053	2,669
BUDGET INVESTMENT TOTAL			5,185	6,888	5,755	4,086

APPENDIX THREE – CONTEXTUAL NOTE FOR BUDGET SAVINGS

The draft 2017/18 Budget and Medium Term Financial Plan (MTFP) for Newport City Council comes at a time of prolonged pressure on public services as a combination of reduced income, rising demands on services, increased expectations and the increasing costs of running services as a result of the UK Government's programme of austerity and the consequential impact on the funding we receive from Welsh Government, we need to find savings of £4.6m to balance our budget for 2017/18. Despite the difficult financial position, Newport continues to have a low council tax relative to others councils across the UK. The average rate payable is the second lowest in Wales. It should also be stressed that Council Tax only pays for one fifth of the services the Council runs with most of our income coming from support grants from the Welsh Government.

In recent years new legislation has been passed which has implications for the Council and our partners such as the Wellbeing of Future Generations Act 2015, the Social Services and Wellbeing Act 2014 and the Welsh Language Standards introduced in 2016. These laws will have a major influence on the way in which the Council works in the future and also have financial implications.

The financial pressures outlined above are cumulative in their effect and have meant that over the last five years the Council has already had to find savings of over £45 million pounds from its revenue budget. Despite the major reduction in funding much of these savings have been realised through the Council becoming more efficient and adopting new ways of working which have minimised the impact on frontline services. Some of the ways we have responded to the financial challenge so far include:

- Reducing our staffing costs. We now employ one third less people than we did in 2011 (this figure includes employees who have transferred to external service providers);
- Selling land, buildings and assets that we no longer use or need;
- Setting up more cost effective service providers e.g. Newport Live to run our leisure services and Newport Norse to manage our property assets;
- Reviewing all our services so that we are as efficient as possible e.g. reducing street lighting costs, optimising refuse vehicle routes;
- Supporting more people to live independently in their own homes rather than in residential settings.

Much of this work was taken forward as part the Council's 2013 **Prospectus for Change** document which outlined how services would need to change to meet the financial and other challenges ahead. This programme of change was taken forward further in 2016 through the **Newport 2020** plan which sets out key principles for the ongoing transformation of the organisation, to be achieved through:

- Better use of technology;
- Generating more income;
- Developing and using community capacity more effectively;
- Managing service demand as the city grows and resources reduce;
- Exploring the alternative service delivery models;
- Setting the vision for each Council service for 2020.

We are the first and only council in Wales to work with a **Fairness Commission**, an independent body who provide external challenge on our proposed budget to highlight fairness related issues and to promote critical self-reflection on the impact of our policies and proposals.

The Council has also placed increasing importance on a more cooperative approach to the planning and running of services. In 2014 as part of the Council's budget consultation we spoke to almost 1,000 local people to ask them which services mattered most to them. We found that 60% of people who responded cited the importance of the following four broad types of service:

- Care for elderly people and vulnerable adults;
- Waste, street cleansing and recycling services;
- Schools, education and skills;
- Care for children and young people.

The importance the public attached to the four services outlined above has informed subsequent Council budgets for the past two years and also the development of the 2017/18 budget and MTFP. However the increasingly challenging financial situation the Council faces means that it is no longer possible to protect specific services in their entirety as we might have done in previous years. Nevertheless, we remain committed to maintaining core services, minimising the impact on disadvantaged communities and groups and also investing strategically in key services that have the potential to contribute to our stated mission of "improving people's lives". In order to better focus our resources on the communities, clients and issues where they are most needed we are increasingly adopting a more evidence based approach. In 2014 we published a set of **Ward Profiles** for the 20 electoral wards in Newport. These profiles contribute to local transparency and accountability whilst providing a valuable resource to identify and tackle geographical patterns of disadvantage or underperformance. They can be found on www.newport.gov.uk/atlas

Over the summer and autumn of 2016 the Council worked in cooperation with other public and third sector partners to engage local people and social groups on the services, places, facilities and other community assets that they most value now and they think will be needed over the longer term. To date over 1,700 responses have been received which will be used to inform the development of services delivered collaboratively by the Council and our public services partners which will improve local wellbeing and contribute to sustainable development.

We believe that the approach outlined above demonstrates a maturing approach to financial and service planning based on better defined values, sustainable principles and ways of working, reflecting data trends and taking account of the views of local stakeholders. The 2017/18 draft budget reflects these influences through a fair and balanced allocation of financial resources. We believe that a cooperative approach between the Council and the communities it serves will be essential in "improving people's lives" and we are asking local people to give us feedback on the budget proposals and on any other ways we can provide

the best affordable services. Details of how you can take part in the 2017/18 budget consultation are given on our webpage www.newport.gov.uk/budget .

APPENDIX FOUR – NEW BUDGET SAVINGS FOR CONSULTATION

Cabinet

Unique ID	Service Group	Proposal	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact FTE
PEOPLE							
CF171801	Children & Young People Services	Realignment of funding for children's preventions services	55	0	0	0	2
AS171804	Adult & Community Services	Review of the Council's Domiciliary Care Service provided in the Linc Extracare scheme.	70	70	0	0	59.82 (TUPE)
AS171810	Adult & Community Services	Review of charging policy within Adult Services	181	0	0	0	0
EDUC171802	Education (Schools)	Cease funding to the Learning Support Centres in eight secondary schools	256	184	0	0	16
EDUC171804	Education (Schools)	To Cease funding and close the Learning Resource Base in Llanwern High School	79	56	0	0	4
NEW BUDGET SAVINGS TOTAL - Cabinet			641	310	0	0	81.82

Unique ID	Service Group	Proposal	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact FTE
PEOPLE							
CF171804	Children & Young People Services	Reduction of a post in Integrated Family Support Services	24	0	0	0	1
AS171808	Adult & Community Services	Review of Supporting People Programme's Grant (SPPG) funding contribution to Social Services	300	150	0	0	0
PLACE							
SS171804	Streetscene & City Services	Withdrawal of bus service X16 as a supported service and re-tender of evening and Sunday services to achieve better value.	69	0	0	0	0
CORPORATE							
FIN171804	Finance	Re-focus of the Strategic Procurement Function.	28	0	0	0	1

Unique ID	Service Group	Proposal	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact FTE
PBC171803	People & Business Change	Review of the social care training unit provision.	40	0	0	0	0
NEW BUDGET SAVINGS TOTAL – Cabinet Member			461	150	0	0	2
NEW BUDGET SAVINGS TOTAL			1,102	460	0	0	83.82

Medium Term Revenue Plan Proposal - Business Case

APPENDIX FIVE – NEW BUDGET SAVINGS FOR CONSULTATION

Medium Term Revenue Plan Proposal - Business Case

Cabinet

Service Area	Children and Family Services
Unique Reference Number	CF171801
Proposal Title	Realignment of funding for children's preventions services
Version	30/11/2016
Proposal Summary Description	Reduce the prevention worker posts by 10%
Impact on Performance	<p>This proposal recommends a further 10% reduction in services to children and families who are vulnerable but not yet in acute need. This is in addition to a 10% reduction this year due to cuts in Families First and other grant funding).</p> <p>This has resulted in a reduction of support from around 1,200 children per annum to around 1,080. This proposal will reduce service reach by another 120 children to 960 per annum</p>
Impact on FTE Count	2 FTE (filled)
Impact on other Service Areas	<p>The service directly targets vulnerable children and families and the result of a cut will mean that around 120 children will be referred to social services and this will increase social worker workloads.</p> <p>This service is aimed to reduce demand on front line social work services by meeting needs of vulnerable children before they become acute.</p>
Impact on Citizens	120 vulnerable children will not receive services from the preventions team
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	55			

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension	50			
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital – Other				
Implementation Cost - Total	50			

Medium Term Revenue Plan Proposal - Business Case

Current Position

In C&FS to reduce costs and create savings there are only 3 options, to restrict the number of service users, to reduce the number of staff employed or look at opportunities to outsource or use alternative delivery models.

If children present at risk of significant harm the authority has no choice but for the child to be taken into the care of the Local Authority. The authority must then place the child safely and strive to ensure the child is able to achieve positive outcomes.

Whilst C&FS can endeavour to control the number of children coming into care and requiring accommodation there are always factors outside of the authority's control for example political, other agency and media pressures as a result of risk and perceived risk arising from national trends and concerns,

In C&FS service the option to 'close the front door' is not possible therefore any reduction must come from staffing or from exploring new ways to deliver service provision for example outsourcing or commissioning. However, outsourcing for Children's Services is more expensive and there is little evidence that commissioning externally will create savings.

In 2015/16 the Preventions Services overall worked with 1200 families. In 2016/17 we have had to reduce the service by 10% already due to cuts in grant funding. The team supports children, young people and families where needs fall below the threshold for the statutory interventions of Children's Services. The service offers time limited interventions to enable families to address concerns and develop their own solutions. Preventions offers support to avoid escalation and prevent families developing greater degrees of need or heightening risk for children to unacceptably high levels. This is a service which sits below the threshold of Children's Services. The team delivers Team Around the Family intervention a key element of the Families First programme.

This service includes 'Team Around the Cluster' working with schools to develop earlier interventions and support families in their communities with multi-agency commitment to address need.

This service fulfils our statutory duty under the Social Services and Wellbeing Act 2014 to provide information, advice and support. The Act prioritises early intervention and the preventions service has been independently evaluated as effective and innovative.

An independent review identified that a majority of cases examined involved whole family interventions of a relatively complex nature requiring a co-ordinated response.

In a high proportion of cases examined children and families had chronic problems and were of the level that had social work intervention in the past or would in the future be likely to need a social worker led response.

Evaluators said that the range of largely evidence based interventions on offer was impressive and there were highly successful outcomes in 54% of cases and mostly successful outcomes in 31% of cases.

They examined a range of cases and found the cost benefit ratio of between £3-£19 for every £1 spent on the service

Key Objectives and Scope

To review the potential for, and the impact of, reducing the Preventions Service, through

Medium Term Revenue Plan Proposal - Business Case

reductions in posts, of 5% and 10%.	
Options considered	
<p>Option 1 Maintain the status quo. This would not produce any savings.</p> <p>Option 2 Reduce the Preventions Service by 5% (1 FTE preventions worker post) in order to make savings of £27K</p> <p>Option 3 Reduce the Preventions Service by 10% (2 FTE preventions worker posts) in order to make savings of £55K</p>	
Recommended Proposal/Option	
In the light of the severe financial environment Option 3 is recommended.	
Required Investment	
There will be no required investment other than redundancy provision of £50k	
High Level Milestones and Timescales	
Timing of the decision may impact on the likelihood of achieving a full year saving.	
Key Risks/issues	
Risk	
The recommended option will have an impact each year upon 120 vulnerable children who presently receive evidence based family support. In addition we will not be able to implement our plan to create three bespoke preventions teams based upon the Health Board's neighbourhood care network boundaries. This will also reduce our ability to deliver the team around the cluster programme	
Increasing caseloads of front line social workers at a time when we are reducing the number of social workers by 8	
Reducing the impact of this independently evaluated successful and efficient programme by 20%.	
Over time there will be an upward impact upon the numbers of children in child protection proceedings and in care	
Specific linkage with Future generation act requirements	
<p>This is a straightforward saving proposal. This proposal will not change this service and will not lead to improved service. However, it will lead to an overall reduction in prevention services as there will be fewer total services within Families First.</p> <p>In relation to specific linkage with Future Generations, as this is a reduction in the overall service without corresponding efficiency or benefit, the linkage is a reduced capacity to deliver the aspirations of the Future Generations Act.</p>	
Impact Assessment	
Yes an FEIA will be completed	

Medium Term Revenue Plan Proposal - Business Case

Service Area	Adult and Community Services
Unique Reference Number	AS171804
Proposal Title	Review of the Council's domiciliary care service provided in the Linc Extracare schemes.
Version	30/11/2016
Proposal Summary Description	This proposal outlines the opportunity to reduce expenditure by outsourcing the domiciliary care service, deployed in four Linc Extracare schemes. The proposal has the potential to save the City Council £140k whilst ensuring the service that is provided to the Extracare tenants is maintained.
Impact on Performance	This business case supports Improvement Plan priorities, Newport a Caring City – supporting independent living for older people and ensuring that people have the right social services. Extracare with on-site carers supports the reduction of DTOC, since it allows for early discharge from hospital.
Impact on FTE Count	59.82 FTE (TUPE)
Impact on other Service Areas	Strategic housing – the Extracare schemes are owned by Linc.
Impact on Citizens	A new domiciliary care provider will be contracted. TUPE will keep the employee team consistent which will be helpful for tenants and the on-site Linc team.
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	70	70		

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension				
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position
The council's domiciliary care service has been subject to a number of restructures and changes since 2013 in order to reduce cost and make savings. Specifically for the Extracare schemes, in 2013 changes were made to deployment of staff; in 2014 consideration was given to outsourcing the service but with uncertainty over living wage and domiciliary care framework

Medium Term Revenue Plan Proposal - Business Case

this was not pursued and savings were achieved through a wider re-structure. 2016/17 further changes are being undertaken initially to night time staffing within Extracare with a more significant restructuring being undertaken of the whole service which will create specific and separate Frailty and Extracare services.

The service is registered and regulated by CSSiW. There are currently 59.82 FTE employees in Extracare, the majority of which are deployed as carers across the four schemes. The service is provided 365 days a year, with majority of staff deployed between 7am to 10.30pm with two staff (one waking and one back up sleeper) providing support each night. The care support provided allows the tenants to continue to live, independently in their own homes.

A partnership agreement is in place between the City Council and Linc for the Extracare schemes. This requires that Linc are consulted on any changes proposed. The agreement, signed in June 2015 is for three years duration.

The current unit cost for the service in Extracare is calculated at £17.16 per hour. The City Council currently commissions similar domiciliary care services at £14 per hour suggesting that outsourcing could save money, whilst maintaining quality of service.

- Current care hours delivered annually in Extracare (including down time): 92,477
- Current net budget (16/17) of providing the service in Extracare: £1.58m
- Predicted cost of providing care based on £16 per hour: £1.44m (16-17 rates are £14 per hour to allow for inflation)
- Potential saving £140k

The cost of re-provision, £1.44m would transfer to the Community Care budget to cover the cost of commissioning a contract with a provider to deliver the service.

Key Objectives and Scope

To reduce the costs of providing the domiciliary care service within the Extracare schemes by outsourcing the in house service to a new single provider. For the purposes of this business case, the service provided in Extracare are in scope; not the service that forms part of the Gwent Frailty Service.

Options considered

Option one: The option of outsourcing the domiciliary care service has been considered previously by the City Council however the unknown of the introduction of the Living wage and the then framework for domiciliary care at that time meant that this was not pursued. It should also be noted that consultation feedback from tenants and Linc did not favour the prospect of an outsourced service, although independent providers do provide domiciliary care at Linc schemes elsewhere.

The benefit of the outsourcing proposal is that there would be consistency of staff supporting the tenants, at a lower cost to the City Council. It is likely that the process of procuring a contract will take six months. The restrictions of the TUPE could impact on the ability to source an external provider.

Option two: maintain the Extracare service in-house.

Recommended Proposal/Option

Preferred option, option one - To begin the process of securing an external provider during 2016/17 for commencement of service in October 2017.

Required Investment

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BIPT project support

High Level Milestones and Timescales

- October – December 2016, current restructure consultation on whole domiciliary care service (budget proposal 2016/17)
- December 2016, commence engagement with Linc and residents
- Consultation with key stakeholders to take place from December 2016 when the MTRP proposals are published.
- February Cabinet/Council approval, subject to consultation.
- March 2017, formal notice of change given to Linc and residents
- April 2017, commence process for securing external domiciliary care provider
- October 2017, new contract starts

Key Risks/issues

Risk
Previous objections to similar proposals by tenants and RSL – reputational risk
The costs of TUPE may impact on our ability to secure an external partner
Change of care provider for tenants
Capacity of the commissioning and procurement teams to support process
Projected Costs/savings are based on current unit costs and hours of care delivered may not reflect cost of contract 2 years hence

Specific linkage with Future generation act requirements

Future Generations Act 2014 requires that the City Council makes the right services available at the right time. A commissioning approach, rather than in-house service allows greater flexibility around services for individuals.

Impact Assessment

Yes - FEIA will be completed once we know what the detail of the transfer arrangements

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Service Area	Adult & Community Services
Unique Reference Number	AS171810
Proposal Title	Review of Charging Policy within Adult Services
Version	30/11/2016
Proposal Summary Description	To review the position regarding the application of the Fairer Charging Matrix; which applies to adult social care in Newport. To review the local authority position on cap charges as levied by the Welsh Government
Impact on Performance	None
Impact on FTE Count	None
Impact on other Service Areas	None
Impact on Citizens	A percentage of service users who currently are not charged for service will be asked to provide a small contribution to non-residential service provision – These changes will not affect nil charge service users, only those who already pay a contribution.
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet

Recurring Net Savings (£)	2017/18	2018/19	2019/20	2020/21
	181			

One off Implementation Costs (- £)	15			
Revenue – Redundancy/Pension				
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total	15			

Current Position
<p>Newport City Council is the only Local Authority in Wales to apply a matrix to social care charges (non-residential). The Fairer Charging Matrix is based on the cost and level of service of a package of care, and then calculates a charge based on a banding system.</p> <p>Based on a means tested assessment, clients fall into 3 categories:</p> <p>Band A – Nil Charge Band B – Chargeable – Matrix charge applies</p>

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Band C – Full cost – up to a maximum of £60 per week, Welsh government set a cap above which the local authority cannot charge.

The numbers in each category fluctuate on a daily basis however there are approximately 1600 service users for whom the authority provide non- residential service. The breakdown of the 1600 within each band is as follows

Band A - 38%

Band B - 34%

Band C - 28%

Service users who currently fall into Band A or Band C will not be affected by this proposal. Those who fall into Band B, i.e. 34% of service users will be affected by this proposal.

Each local authority can choose to charge, or not to charge for non- residential services. The current cap for charging is £60 per week.

Current Welsh Government legislation states that ‘the maximum amount that can be charged for non-residential services must not exceed £60 per week’. This provides a cap on charging for all local authorities in Wales. Welsh Government also legislates that all clients receive an age related basic applicable amount. A further 45% buffer is also accounted for in relation to daily living expenses and disability related expenditure Social Services Wellbeing Act 2014). There are also a number of additional individual disregards that can be applied e.g. DLA mobility.

Newport City Council has also recently reduced the additional, optional buffer on Severe Disablement Premium (SDP) disregard.

The Cap has remained at £60 per week for the last 2 years and there is a widespread assumption that this will be raised this year.

Key Objectives and Scope

- Explore the opportunities to review matrix banding in line with all other local authorities in Wales
- Identifying other matrix banding options
- Removal of the matrix

Options considered

Option 1 - Status Quo

This would result in an additional cost pressure of approximately £100k as the new legislation around capping the respite charge has resulted in a loss of income of approximately £50k per year, as well as the demand for the service increasing costs by a similar value.

Option 2 - Apply a different matrix banding

The matrix banding is optional, and as the only Welsh local authority that continues to apply this system it would not be feasible to change it. The current system is unique to Newport City Council and results in challenges with support systems and processes that often incur additional fees and charges to the authority based on the bespoke nature of systems required. Any future systems would require bespoke reporting modules due to the technical issues around the application of the matrix banding.

If the matrix was changed to incorporate the increases recommended by Welsh Government and increasing the cap to £70 from April 2017, the potential net additional income, after removing the £100k pressure due to respite demand increases, could be £30,166. This assumes a 90% collection rate.

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Option 3 Complete removal of matrix banding

Newport City Council is the only Local Authority in Wales to apply a matrix to social care charges (non-residential). The Fairer Charging Matrix is based on the cost and level of service of a package of care, and then calculates a charge based on a banding system.

The numbers in each category fluctuate on a daily basis however there are approximately 1600 service users for whom the authority provides a non-residential service. Based on a means tested assessment, these fall into three categories.

Band A – 38% - Nil Charge

Band B – 34% - Chargeable – Matrix charge applies

Band C – 28% - Full cost – up to a maximum of £60

Based on the banding above, service users who currently fall into Band A or Band C will not be affected by this proposal. The 34% of service users in Band B will be asked to pay, up to the cap of £60, or the level of disposable income, whichever is the lowest.

As the cap has remained at £60 per week for the last 2 years, it is reasonable to assume that it will be raised during 2017-18 financial year to £70 per week. Based on the current cohort of chargeable clients, the potential additional income, if the matrix is removed and assuming a 90% collection rate could be £181,000.

Key Proposal

Option 3 – complete removal of the matrix banding system.

Required Investment

Stakeholder analysis and efficient communications plan to ensure that the changes are applied effectively and efficiently to all current clients.

Key Risks

Risk
Negative publicity – this is mitigated by the alignment with all other Wales LA's
Increase in bad debt provision – this is mitigated by current changes to debt recovery processes. Corporate debt recovery now review non-residential care charge debts and apply appropriate debt recovery systems and practice.
Increase in requests for charging reviews – this would create additional work for the Social Services Finance Team. Legislation states that if a client wishes to appeal, this has to be processed in the appropriate manner; however the removal of the matrix charging system will streamline procedures.
Increase in contact with the Social Work teams due to client requests to reduce, change or cancel packages of care based on charges. This is mitigated by the approach of the new Act 2014 which promotes independence and enables people to access alternative services in place of more traditional, and costly formal care services.

High Level Milestones and Timescales

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Charges can be backdated providing service users are notified of their new contribution although we charge in arrears so we would not raise the charges for April until approx. May/June.

The following timescales would need to apply to ensure that savings and additional income are full year effect:

- Public consultation December 2016
- Communication and awareness raising pre consultation November 2016
- Reassessments for means testing and application of new charges March 2017 (have to wait for DWP to release benefit increases)
- New processes implemented April 2017

Fairness and Equality Impact Assessment completed

Yes required

Medium Term Revenue Plan Proposal - Business Case

Service Area	Education Services
Unique Reference Number	EDUC171802
Proposal Title	Cease funding to the Learning Support Centres in eight Secondary Schools
Version	01/12/2016
Proposal Summary Description	Cease the funding allocated by the LA to schools used to host a Learning Support Centre
Impact on Performance	There is a risk of increased exclusions which will also impact on exclusion , attainment and attendance KPI's Wellbeing may be affected Increased disruption to learning in mainstream settings
Impact on FTE Count	16 FTE (filled)
Impact on other Service Areas	There has been a reduction in exclusions since these centres started operating effectively. If schools could not keep them open following the cessation of funding, the impact would include an increased call on specialist services to support the school in retaining the pupils; this would include Education Psychologists and the Additional Learning Needs team. In addition there is increased likelihood of disruption in mainstream lessons if the school works to keep the pupils in mainstream classes this will create challenge for teachers in terms of different learning support for different pupil needs. If a school maintains the provision this will create a budget pressure within the school budget.
Impact on Citizens	Reduction in the direct, full time support provided to young people who present with challenge and a range of additional needs. Also a reduction in the overall support to families regarding pupil welfare and intervention support often working towards reintegration of pupils with social and emotional behaviour difficulties. There may be impact on existing mainstream pupils who may have less focus on their own learning needs.
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	256	184		

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension	400			

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Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position

Funding was allocated to all eight secondary schools in 2012 in order to support them to manage young people who were presenting challenges in mainstream settings to promote inclusion.

Currently each school receives £55,000 from the LA to run a Learning Support Centre with the aim of reducing exclusions and raising achievement and standards. Following a review of provision, schools are expected to have the following facilities (in addition to mainstream Learning Support Departments):

- A Reflection Room for internal exclusion
- An Inclusion Room for assessment, intervention and nurturing purposes

Functions

- Reflection Room - This is a 'boothed room' used for Internal Exclusions by the school and also to house an External Excluded student from another secondary school via the Managed Move Panel (in agreement by both schools.) Data is gathered on the number of times pupils have accessed this room. If issues cannot be resolved through Restorative Approaches, referrals may be made into the inclusion room to identify underlying reasons for behaviour.
- Inclusion Room - this is a room for those students currently displaying extreme disaffected behaviour. This is staffed by one or two Teaching Assistants. Students would follow a 6 - 8 week programme: at the start of the programme diagnostic assessments including assessments for Emotional Intelligence would be carried out and subsequent intervention would be outlined on an Individual Development Plan with the involvement of outside agencies if appropriate. The student would be expected to return to mainstream teaching after this time.

This Inclusion Room is linked to the Bridge Achievement Centre(BAC) BAC staff offer advice and guidance on assessments/interventions for individual pupils

Currently the provision which each school hosts is monitored by the Curriculum Improvement Advisor (CIA) for Behaviour and Autism and the Assistant Head of Education Inclusion with schools being asked to produce data to demonstrate the impact of the assessments and interventions they utilise.

If the funding ceased and schools chose not to maintain the centres from their existing budget there would be increased pressure on mainstream staff , disruption to the learning and , in all probability, a rise in the amount of exclusions which would pose a significant risk to the KPI's for exclusion and attendance as both are strongly linked

Key Objectives and Scope

The objective is to cease the funding to schools. The LA is to move away from providing top up support to help schools manage children with additional needs themselves – schools will be supported to make the decision on distributing their resources themselves, possibly on a cluster basis. This could represent a reduction in 16 Teaching Assistants if schools are not able to maintain the current provision.

Medium Term Revenue Plan Proposal - Business Case

This will leave a significant gap in the support offered to young people, families, other agencies and mainstream schools; however some schools may decide that they are able to fund the provision from within their own budget as they have all found them to be a successful addition to their provision.

Options considered

- Option 1. Maintain the status quo
- Option 2. Reduce the funding by half
- Option 3. Cease the funding

Recommended Proposal/Option

Option 3
To cease the funding

Required Investment

Redundancy costs would be approximately £200k

High Level Milestones and Timescales

- Consultation with schools - early December
- Consultation with staff – early December
- De-delegation of funding from schools – September 2017
- Proposal to be implemented for 1st September 2017

Key Risks/issues

Risks would need to be mitigated by mainstream staff, School Senior Leadership Teams and the PRU completing activities currently completed by the LSC staff. Potential impacts include:

Risk
Reduced capacity to offer respite and intervention to young people presenting challenging behaviour in mainstream which could result in higher exclusion, reduced attendance.
Increased pressure on PRU and SEN placements with a cost to the LA.
Ability to maintain or increase the rate of school attendance across the city may be compromised

Mitigation:

- Schools could use their own budget to maintain the provisions in their schools and the LA would still work with them in an advisory capacity.
- Increased training for schools on behaviour management, differentiation for school staff could help alleviate some concerns.
- Assisting schools to build capacity to avoid exclusions which affect attendance from the LA and collaboration between schools would go some way to mitigate the risk.

Specific linkage with Future generation act requirements

This is a straightforward saving proposal. This proposal will not change this service and will not lead to improved service.

Medium Term Revenue Plan Proposal - Business Case

In relation to specific linkage with Future Generations, as this is a reduction in the overall service without corresponding efficiency or benefit, the linkage is a reduced capacity to deliver the aspirations of the Future Generations Act.

Impact Assessment

Yes

Medium Term Revenue Plan Proposal - Business Case

Service Area	Education
Unique Reference Number	EDUC171804
Proposal Title	To cease funding and close the Learning Resource Base (LRB) in Llanwern High School
Version	01/12/2016
Proposal Summary Description	To cease funding to the LRB in Llanwern High School
Impact on Performance	There would be no impact on the performance of the school as the pupils leave before the end of KS3
Impact on FTE Count	4 FTE (filled)
Impact on other Service Areas	<p>Increased placement pressure on the Pupil Referral Unit (PRU) due to the need to place the six pupils placed in Llanwern LRB currently</p> <p>Additional pressure on Educational Psychologists and Additional Learning Needs (ALN) A team time to support the young people involved</p>
Impact on Citizens	<p>There would be disruption to the pupils but this would be handled sensitively.</p> <p>Any concerns raised by parents and pupils would be anxious about the movement transition to another setting would be handled in a sensitive way</p> <p>Staff employed within the setting would obviously be affected by the closure of the setting</p>
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	79	56		

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension	125			
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position
Changes to the LRB were implemented from September 2015 when the numbers of places were reduced from 21 to 8.

Medium Term Revenue Plan Proposal - Business Case

The remit of the LRB provision at Llanwern is to provide a nurturing environment to support pupils who have social and emotional difficulties to develop resilience skills to enable them to make a successful return to full time mainstream education by the end of year 8 or sooner if possible. The pupils have access to a range of support for them to successfully access the mainstream curriculum.

Examples of support available are:

- Access to a nurturing environment based on developing pupils resilience skills over a 4-6 term period during which time in-depth assessment and interventions are be carried out in a small group setting.
- Pupils accessing mainstream classes have a 'safe haven' to return to at break and lunchtime as well as a 'time-out' facility if needed.
- Pupils return to their host school at least one day a week with support to aid their reintegration. If this facility was closed then pupils who would normally be referred to the LRB would either be catered for within the current Pupil Referral Unit, in mainstream with support or in Out of County specialist provision

Key Objectives and Scope

The proposal is to cease the funding to the LRB at Llanwern High. The LA is to move away from providing top up support to help schools manage children with additional needs themselves – schools will be supported to make the decision on distributing their resources themselves, possibly on a cluster basis.

Some of the pupils accessing the provision could be maintained in mainstream placements with additional support funded by the LA, those who not cope with a mainstream setting could be accommodated in the Pupil Referral Unit.

Options considered

Option 1 - Maintain the status quo

This would present no savings and present no risk to performance

Option 2 - Cease the funding and place the pupils in other provision

Recommended Proposal/Option

Option 2 – To cease the funding to Llanwern High School Learning Resource Base and arrange alternative provision for displaced pupils at the Pupil Referral Unit, in mainstream school with support or in Out of County Specialist provision

This would represent a saving of £136k

Required Investment

Redundancy costs would be circa £125,000

Service development manager would take forward statutory consultation to close a Special Needs provision.

High Level Milestones and Timescales

- Consultation with school and staff – Early December

Medium Term Revenue Plan Proposal - Business Case

- 3 month statutory consultation from time of decision to cease funding.
- Pupils could be moved and provision closed by September 17.

Key Risks/issues

Risks would need to be mitigated by mainstream staff, School Senior Leadership Teams and the PRU.

Risk
Statutory Consult could attract negative response in regard to closure of a specialist provision.

Specific linkage with Future generation act requirements

This is a straightforward saving proposal. This proposal will not change this service and will not lead to improved service.

In relation to specific linkage with Future Generations, as this is a reduction in the overall service without corresponding efficiency or benefit, the linkage is a reduced capacity to deliver the aspirations of the Future Generations Act.

Impact Assessment

Yes

Medium Term Revenue Plan Proposal - Business Case

Cabinet Member

Service Area	Children and Family Services (C&FS)
Unique Reference Number	CF171804
Proposal Title	Reduction of a post in the Integrated Family Support Service
Version	30/11/2016
Proposal Summary Description	Reduce the Family Contact Service by one post
Impact on Performance	The reduction of one post will be managed within the service by making efficiencies without impacting on the key functions.
Impact on FTE Count	1 FTE (filled)
Impact on other Service Areas	There may be impact on the child protection teams as a result of having to manage increased contact directly.
Impact on Citizens	Reduced family support provision
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet Member

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	24			

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension	24			
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position
<p>In C&FS to reduce costs and create savings there are only 3 options, to restrict the number of service users, to reduce the number of staff employed or look at opportunities to outsource or use alternative delivery models.</p> <p>If children present at risk of significant harm the authority has no choice but for the child to be taken into the care of the Local Authority. The authority must then place the child safely and strive to ensure the child is able to achieve positive outcomes.</p> <p>In C&FS service the option to 'close the front door' is not possible therefore any reduction must come from staffing or from exploring new ways to deliver service provision for example outsourcing or commissioning. However, outsourcing for Children's Services is more expensive and there is little evidence that commissioning externally will create savings.</p>

Medium Term Revenue Plan Proposal - Business Case

The Family Contact Centre (FCC) has a budget of £424,154. FCC delivers court ordered contact with families where proceedings are ongoing. A small number of long term contacts are supported as part of Care Orders.

Reducing the service in the contact team may impact on the social work teams. However, recent reductions in the number of children coming into care will over time reduce the number of court ordered contacts.

Key Objectives and Scope

Reduction of one post in the Contact Service.

Options considered

Option 1
Status Quo

Option 2
Reduce the FCC budget by 6.0% and delete 1 x FTE Family Contact Worker post (£26,000) this includes a 4% vacancy turnover factor. This is the preferred option.

Option 3
Reduce the FCC budget by 12.0% and delete 2 x FTE Family Contact Worker post (£52,000) this includes a 4% vacancy turnover factor

Recommended Proposal/Option

Option 2

Required Investment

There will be redundancy costs of approximately £24k dependent on the consultation.

High Level Milestones and Timescales

To ensure that full year effect savings are obtained, staff consultation will need to begin by mid November 2016 to allow for appropriate time for notice periods in the event of redundancies.

Key Risks/issues

Reducing the number of posts in the FCC will place pressure on C&FS to meet existing statutory requirements and the obligations of the legislative framework.

Reduction of contact worker posts will limit the amount of contact the Contact Centre can provide and thus revert to a position of social workers providing supervised contact.

If social workers provide contact it detracts from their capacity to deliver core social work function

Risk
A failure to safely manage significant harm and risk to children
Reduction in performance below the benchmark and Welsh average and associated increase in challenge from regulators
Challenges around recruitment and retention because of impact on morale and staff pressures which may incur additional agency fees
Increased legal costs related to incomplete work to required court standards

Medium Term Revenue Plan Proposal - Business Case

Increased pressure on resources as a result of staffing changes	
Failure to carry out key statutory functions	
<p>This business case should not be viewed in isolation and should be considered in line with all other business case proposals and associated pressures and risks for the service as a result.</p>	
Specific linkage with Future generation act requirements	
<p>This is a straightforward saving proposal. This saving will not impact on the service but there may be some overspill in supervised contact that will mean that social workers must undertake more of this task.</p>	
Impact Assessment	
Yes	

Medium Term Revenue Plan Proposal - Business Case

Service Area	Adult & Community Services
Unique Reference Number	AS171808
Proposal Title	Review of Supporting People Programme Grant's (SPPG) funding contribution to Social Services
Version	30/11/2016
Proposal Summary Description	To maximise the benefits and opportunities of SPPG funding by helping people to remain independent in the community. To ensure equity for citizens across funded services.
Impact on Performance	<p>This will support meeting the target for Assessment and Review.</p> <p>There are no KPI's for SP but this will achieve one of the Aylward recommendations for eligibility for grant i.e. funding based on need not age or tenure.</p> <p>This contributes towards the RCC target for Learning Disabilities i.e. all individual assessments to be completed within 17/18</p> <p>This will release funding to develop more appropriate Supported Housing Schemes which support National and local priorities.</p>
Impact on FTE Count	None
Impact on other Service Areas	This has a positive impact on other service areas e.g. YOS, Homelessness Prevention Services, Early Intervention and Prevention, Childrens Services. This is through releasing funding to develop new services in these areas.
Impact on Citizens	This will provide additional services for some of Newport's most vulnerable citizens not currently accessing statutory services (Social Services, both Adults and Children & Families, and Homelessness Services) and provides a more equitable service for those who do.
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet Member

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	300	150		

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension				
Revenue – External consultants				

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Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position

Supporting People Programme Grant is a Welsh Government specific grant allocated to local authorities on an annual basis to fund housing-related support activities in the city based on identified need. The grant allocation for Newport in 2016/17 is £6,367,256.

The SPPG budget for 2016/17 is £6,367,256 and, as an annual grant, must be spent in full in each financial year or the Welsh Government will reclaim any underspend resulting in a reduction of the following year's grant allocation.

The SPPG budget is allocated to 19 different client group categories and funds over 105 schemes with 34 support providers. The grant supports a minimum of 4,000 people per annum. There are 54 separate contracts, Service Level Agreements (SLA's) and special grant agreements. Regular budget meetings are held with senior officers of the Supporting People Team to provide an oversight of funding levels, propose schemes for development to address any forecasted underspend and to re-calculate the end of year expenditure.

The Supporting People Team is located in the Service Development & Commissioning section of Adult Social Services, based at Brynglas House. The Council currently funds 4.5 FTE posts as follows: Supporting People Lead Officer (Manager), Principal Contracts and Review Officer, Principle Finance Officer, Planning and Information Officer and an Administrative Assistant (part-time).

Funding for the team originally came from Welsh Assembly Government New Burdens funding over three years and was consolidated in the Revenue Support Grant (RSG) subject to annual settlements - a total of £198,000).

Background

- The Aylward Review of Supporting People (2011) by the Welsh Government (WG) recommended the handover of SPRG funding to local authorities and the creation of a unified funding stream - Supporting People Programme Grant (SPPG).
- A key recommendation was that SPPG should only pay for housing-related support and that this should be allocated to support providers based on an individual's support needs and not age or tenure.
- Another recommendation is that services should be provided that represent value-for-money. These are also noted in the Terms and Conditions of funding for SPPG sent to LAs with the offer of grant letter each year.
- In addition the Regional Collaborative Committee has agreed a report on Learning Disabilities which includes a recommendation that funding should be based on need and not tenure or age.
- The WG also undertake annual reviews of SPPG spend for each local authority which has highlighted high expenditure for certain client groups which include learning disabilities.
- Previous guidance issued by WG identified costs of providing support with average salaries, admin and other on-costs. Utilising this model the SP Team have produced an SP Pricing Policy that is revised annually to take into account market conditions. The policy has been well-received by WG and other local authorities and approved by the Supporting People Planning Group (SPPGp) as it provides a transparent and fair guide

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to the maximum and minimum allocation of grant per scheme dependent on hours worked per week, market salary costs and service enhancements.

The SPPGp have agreed a 4 year phased plan to reduce expenditure on Learning Disabilities schemes to move from a high tariff rate per person based on tenure to one based on need by assessing each individual's requirement for housing-related support as follows:

Year	SPPG allocation to NCC LD	Reduction on previous year's SPPG allocation	Notes
2015/2016	£835,264.18	£182,263.32	Reduction in tariff level to £225 pw per s/u
2016/2017	£544,682.66	£290,581.52	Maximum of 8 hrs per s/u pw (@£13.99 ph) = £111.92 as per SP Pricing Policy based on ILS assessments and reviews
2017/2018	£169,239.03	£375,443.63	Based on the (current) total of all individual's actual assessed hours of support up to a maximum of 8 hours pw

Key Objectives and Scope

Objectives

- To find savings of £450K to ameliorate the shortfall as a result of a reduction in the SPPG allocation of grant to Adult Social Services.
- To review the SP service and identify any potential to transfer core funded costs over to the grant in line with the SPPG criteria or posts that are planned to be created or are currently vacant that will be advertised (in 17/18).

Scope:

- To maximise the benefits of the SPPG funding for Adult Social Services, ensuring that any core posts undertaking SPPG activities are funded through grant rather than from core funding.
- To consider if there are other types of provision that would be eligible for SP funding e.g. future developments, out-of-county supported living and Shared Lives/Adult Placements schemes.
- To ensure that everyone in Supported Living is receiving the appropriate level of service ensuring an equitable distribution of resources and maintaining the viability of the schemes.

Out of Scope:

Wider grant funded activity provided through external agencies and organisations.

Options considered

Option 1

Would be to do nothing and fund the reduction in SP money through the CC budgets. This is not viable as it would result in over-spend on these budgets. It would also leave the LA open to challenge as we have to provide services equitably across adult services.

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Option 2

To review and redesign the Supporting People/ Learning Disability service in its entirety in line with the Learning Disability Accommodation Strategy

The Neighbourhood Care Network Teams will need to complete 200 re assessments to people already receiving a service. There will be approximately 100 people to reassess for Housing Related Support needs and a further 100 to achieve savings from individual care packages

In the same way the service has reviewed service users with learning disabilities this project will assess the eligibility and appropriateness of accommodation for vulnerable adults in supported living. Considering alternative ways of providing for eligible need by redesigning care and support packages for individuals.

To offer more independent supported living services which will realise savings e.g. Tŷ Eirlys which will open in 17/18 and should realise a minimum of £ 90k / annum savings from next year.

To consider what other areas of adult services could be eligible for SP funding e.g. out-of-county Supported Living placements, 1-1 support, re-ablement and Shared Lives Placements. This element will be reviewed as part of the re assessments detailed above.

This will ensure housing support previously funded through community care budgets will now be funded by supporting people housing related support. The individual benefits from appropriately not being charged for housing related support.

Transitions from Children's Services to Adult Services - to identify housing related support activity in the transition process that can be funded from the SP grant. This will include funding of a post to maximise the use of the SP grant and free SW time and give the individual a more responsive service in line with the SSWB act

Staffing - to consider what staff we are paying for from core funding that complete an eligible service that could be funded by SP or to have a percentage of their costs funded from the SP budget e.g. social work assistants supporting people in front-end services.

Option 3

To implement all elements of Option 2 plus:

The phasing of Reduction in Grant from 17/18 - full reduction in grant funding could be phased over 2 financial years i.e. 50% in 17/18 and 50% in 18/19. This will require approval from the SP Planning Group as with all proposals.

Recommended Proposal/Option

The recommended option is **Option 3** above as phasing gives time for the reduction in SPPG funding to Social Services to be factored into budgets for two years (2017/18 – 2018/19) and alternative schemes to be identified and developed to ameliorate these reductions.

In addition, other savings from Adult Social Services will also be achieved as a result of the exercise to both maximise SPPG funding and review existing care package costs.

The option also complies with Welsh Government Terms and Conditions of Supporting People Programme Grant, the Aylward Review of the Supporting People Programme, Welsh Government SPPG review recommendations and the approved SP Gwent Regional Collaborative Committee's Learning Disability Report.

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All the above proposals for 2017/18 and 2018/19 are, of course, subject to Welsh Government's allocation of SPPG funding to Newport City Council in each financial year.

Required Investment

The delivery of this business case proposal is reliant on implementation from within the NCN Teams who will need to complete 200 plus reassessments. There will be approx. 100 people to reassess for Housing Related Support needs and a further 100 to achieve savings from individual care packages.

To successfully achieve these objectives, the NCN Teams will require 1 x FTE Social Worker on a fixed term 12 month contract from April 2017.

This will be applied for from 'Invest to Save' funding as to achieve this significant level of interconnected savings is only possible with an investment in resource due to the scale of assessment and implementation required.

Costs of a social worker for 12 months are £40,660

High Level Milestones and Timescales

Work needs to be completed:

- Reassessments of care and HRS assessments in identified areas to be completed by the 1st June 2017
- Service redesign to start October 2017
- Savings of £300K by 1st April 2018
- Savings of £150K by 1st April 2019

Key Risks/issues

Risk
Support and care assessment work is not completed to schedule
Cuts to SPP Grants next year which will reduce funding overall
Reduction in services for individuals may result in negative publicity
Changes to grant Terms and Conditions

Specific linkage with the Well-being of Future Generations Act requirements

Prevention - Working together internally and externally to target resources to provide financially sustainable and viable services that will respond to changes in funding streams in the future.

Integration - For both Supporting People and Adult Services, the proposal contributes to the objectives of the following strategic documents:

- **Newport 2020:** early intervention and prevention 'Optimise Supporting People services (p25), increased SP services for substance misuse, on-set dementia, sensory impairments, refugees, self-managing low level care, review of care packages etc.
- **NCC Corporate Plan 2012-2017:** People lead independent lives and are supported when appropriate, The Council makes the most of its resources, Adults in Newport are successful and realise their potential, People lead healthier lives.

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- **NCC Improvement Plan 2016/18:** Improving independent living for older people, Ensuring people have the right social services to meet their needs, Ensuring people have access to suitable accommodation, Preventing Offending and Re-offending of young people.
- **Single Integrated Plan 2016/17:** The revised SIP has two over-arching themes to which this proposal contributes significantly i.e. Vulnerable Groups and Tackling Poverty. In addition it supports the specific themes of – Mental Wellbeing & Resilience, Alcohol and Drugs, Cohesive Communities, Youth Justice, Safer City Centre and Domestic Abuse.

Long Term - For both Supporting People and Adult Services, the proposal ensures that the short-term and, as far as possible, long-term requirements are balanced in line with the following strategic documents:

- **N.B.** It must be recognised that Supporting People Programme Grant is an annual WG specific grant and the annual allocation may be reduced or increased by WG. In addition the Terms & Conditions of Grant may change as in 2016/17 and as per other grants e.g. Families First.
- **Newport 2020:** early intervention and prevention, 'Optimise Supporting People services' (p25) to ensure as many vulnerable people as possible are assessed and supported within the allocation of grant, bearing in mind a fair distribution of resources amongst the 19 separate client groups. The implementation of more self-managing of low level care together with a review of care packages etc. will lead to more sustainable services in the long-term and be better able to cope with increases in demand.
- **NCC Corporate Plan 2012-2017:** People lead independent lives and are supported when appropriate, The Council makes the most of its resources, Adults in Newport are successful and realise their potential, and People lead healthier lives. All help in building up more resilience for clients in the short and long-term
- **NCC Improvement Plan 2016/18:** Improving independent living for older people, Ensuring people have the right social services to meet their needs; Ensuring people have access to suitable accommodation, Preventing Offending and Re-offending of young people. Better targeting of scarce resources will assist in more sustainable services in the long-term.
- **Single Integrated Plan 2016/17:** The revised SIP has two over-arching themes to which this proposal contributes significantly i.e. Vulnerable Groups and Tackling Poverty. In addition it supports the specific themes of – Mental Wellbeing & Resilience, Alcohol and Drugs, Cohesive Communities, Youth Justice, Safer City Centre and Domestic Abuse. Re-configured and/or re-commissioned services will achieve better quality and value-for-money services increasing longer-term sustainability as older models of care and support are reduced.

Overall this proposal reflects a change in the model of service delivery that identifies the true costs of both care and housing-related support which will in turn lead to better planned, more equitable services for a range of vulnerable groups across the City in this and years ahead.

Collaboration - This proposal builds on the proven collaborative arrangements of working with agencies, providers, health, probation/CRC, other WG programmes and in-house services and also chimes with regional collaborative initiatives.

Involvement- Working with partners e.g. Reach and Shared Lives landlords, to provide responsive services, together with the people of Newport and their carers to ensure co-production of support.

Impact Assessment

Yes

Medium Term Revenue Plan Proposal - Business Case

Service Area	Streetscene
Unique Reference Number	SS171804
Proposal Title	Removal of subsidy for bus service X16 as a supported service and re-tender of evening and Sunday services to achieve better value.
Version	01/12/16
Proposal Summary Description	Removal of subsidy for bus service X16 (Risca To Cardiff via Rogerstone and Marshfield) as a supported service and re-tender of evening and Sunday services to gain better value without withdrawal of these services.
Impact on Performance	This is not a statutory service and there are no performance measures related to this delivery. However, good transport links are important for accessing other services provided by the council and may impact on other departments' performance targets.
Impact on FTE Count	No Impact
Impact on other Service Areas	No specific Impact identified.
Impact on Citizens	<p>Removal of subsidy for X16 will have a lesser impact on residents compared to the withdrawal of more popular daytime, evening and Sunday routes. The areas of Rogerstone and Marshfield will be impacted by Removal of subsidy for X16 service.</p> <p>The impact is mitigated as there are alternative services that run to Cardiff. Rogerstone has two Railway Stations that connect residents to Cardiff, and Marshfield has an alternative bus service to Cardiff on the main A48.</p> <p>The current X16 serves Marshfield Village and then extends to St Mellons Business Park before re-joining the A48 at St Mellons.</p> <p>Bus service withdrawals could result in social exclusion, reduced opportunities for employment, access to healthcare and social activities. Impact would be greater on elderly and disabled residents as well as low income households with no private transport alternatives.</p> <p>Proposals are to undertake passenger consultation and use customer insight data to develop the business case.</p> <p>There is no impact on citizens as a result of the proposed Sunday & evening services re-tender</p>
Delegated Decision (Head of Service/Cabinet Member/	Cabinet Member

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Cabinet)	
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Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	69			

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension				
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position

The Council provides socially necessary bus services to areas of Newport which have limited access to the commercial bus service network. This provides individuals with necessary transport links to access employment opportunities, healthcare and other services. The Council currently supports approximately 20 local bus services operating within the Newport boundary, some of which are cross boundary regional services. The total budget available to support the local bus service network is currently £404K.

Funding to support the local bus service network comes from two sources, the Council's own budget received through the Revenue Support Grant (RSG) £121K and from the Bus Service Support Grant (BSSG) (£283K) awarded annually by Welsh Government. This saving will come from the Councils Revenue Support Grant.

Recent passenger usage data from June/July 2016 is noted in table below:

Company	Service	Passenger numbers
Stagecoach	X16**	1238*
Newport Transport	37**	5126

* Number relates to passengers who boarded within the Newport boundary.

Routes Details:

Stagecoach X16** from Risca (Moriah Chapel), through Rogerstone, down St John's Crescent, Tregwilym Road, Western Valley Road, Pye Corner and Forge Road. It then serves Celtic Springs and Cleppa Park before heading down A48 to Castleton & Marshfield before turning off on Old St Mellons Road.

Newport 37**: service runs from Friars Walk, along Cardiff Road, past Stats Office, Tredegar Park, A48, Junction 28, Forge Road, Caerphilly Road, Laurel Drive, Rhiwderin, Cwm Cwddy Drive and reverse on return.

Further passenger data has been supplied for September and numbers within the Local Authority Boundary for a two week period from September 3rd to September 16th are shown below.

The Castleton/St Mellons figures cover an area from the main road stops after Berry Hill Farm to Rumney shops so many of the stops are not within the Local Authority boundary. The data is for all passengers we have not been able to obtain any breakdown of user data at this time.

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Inbound:

Castleton / St Mellons	48
Cleppa Park / Lg	9
Bassaleg / Pye Corner	5
Rogerstone/ Vicarage corner	6
Welsh Oak / Jubilee gar	1

Outbound:

Welsh Oak / Jubilee gar	11
Rogerstone Vicarage corner	40
Tydu Hotel Alcan	4
Bassaleg / Pye Corner	37
Forge Lane	1
Cleppa Park / Lg	28
Castleton / St Mellons	324

Further data has shown that for the month of September 2016 Concessionary pass holders made 642 single journeys inbound or outbound within the Newport Boundary of these 86 were disabled , 4 visually impaired 547 over 60 and 5 war pensioners.

Key Objectives and Scope

The key objectives of this proposal are to achieve a saving of £69k through:

- Removal of subsidy for bus service X16 (Risca To Cardiff via Rogerstone and Marshfield) as a supported service
- Re-tender of Evening and Sunday services

Options considered

1. Complete withdrawal of Evening and Sunday bus services was considered in an initial BC for 15/16 but a recent re-tender of these has achieved a saving of £33,000 per annum. Following surveys carried out on the evening and Sunday services (that were part of the 15/16 proposal), it was found that these services were used for access to work, health and leisure facilities and that they were well supported. In response to these surveys an alternative proposal has been developed.
2. Withdrawal of the X16 bus service. The proposed withdrawal will have less impact on service users than other routes as there are alternative services that can be accessed.

The service is partly supported by Caerphilly CBC who are supportive of the proposal.

Recommended Proposal/Option

To proceed with removing Service X16 Risca to Cardiff from 1st June | 2017.

This withdrawal together with savings already achieved on retendering evening and Sunday services will achieve the required saving.

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Required Investment
Nil
High Level Milestones and Timescales
<ul style="list-style-type: none">• Customer surveys to be completed on service X16 by January 2017.• Consultation with Community Councils during January 2017.• A four month notice period is then required and information on alternative service provision for the public to be distributed.• Service to be withdrawn from 1st June 2017.
Key Risks/issues
<ol style="list-style-type: none">1. Reduction in Council budget to support local bus services will impact greater on elderly and disabled residents as well as low income households who do not have access to a car.2. If this decision results in bus service withdrawal it will impact on two wards of Newport. The areas of Rogerstone, and Marshfield but both areas have an alternative service available.3. A reduction in the Councils own supported bus services budget may risk the BSSG grant funding being reduced from Welsh Government but this is not stated within the current grant terms and conditions but may mean an increased risk from peer reviews carried out by the SE Wales Bus Funding Board on regional connectivity.
Specific linkage with Future generation act requirements
<p>The service withdrawal proposed will have less impact on integration than the removal of evening and Sunday services as alternative provision is available , this will improve the integration of services moving forward through a Regional transport plan as Sunday and evening services will be integral to giving residents options in accessing local services, health leisure and employment opportunities.</p> <p>Services from the areas affected will be included within the SE Wales Metro project in future years and also have current provision via rail and alternative bus services from commercial operators in the short term.</p> <p>The service withdrawal is mitigated by alternative provision.</p> <p>Consultation has taken place with Caerphilly CBC regarding the proposal and we will consult with the community councils affected by the withdrawal</p> <p>On Bus surveys will be undertaken and consultation has taken place with Caerphilly CBC regarding this proposal which indicates they are fully supportive. Community Councils affected will be consulted</p>
Impact Assessment
Yes

Medium Term Revenue Plan Proposal - Business Case

Service Area	Finance Strategic Procurement
Unique Reference Number	FIN171804
Proposal Title	Re-focus of the Strategic Procurement Function
Version	01/12/2016
Proposal Summary Description	Re-focus the small strategic procurement team which will allow for 1 procurement officer post, currently vacant, to be deleted permanently.
Impact on Performance	<p>The strategic procurement function is working with service areas to improve the Council's approach to procurement and, indirectly, commissioning. More development is needed but this proposal will limit the speed and, to an extent, ability to develop the Council's approach further – by re-focussing posts left in the structure on the key aspects of the recently agreed 'Council Procurement Strategy' and having less resources to work directly with services to make improvements to areas of weaknesses and/or verify what is taking place.</p> <p>In particular, contract management is an area of general weakness and this will impact on ability to work with service areas to improve this. Capacity will exist to make in-roads here but in key areas only and on-going improvements will need to be embedded into processes within the tendering and assessment stages</p>
Impact on FTE Count	1 FTE (vacant).
Impact on other Service Areas	<p>High impact of additional development work to be undertaken being achieved in a timely manner.</p> <p>High impact on Contract Management not being undertaken with procurement input, in all cases.</p>
Impact on Citizens	Minimal – as support service
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet Member

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	28			

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension				
Revenue – External consultants				
Revenue - Other				

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Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position

In 2013 the Strategic Procurement team was created with a Category Management approach aligned to Service Directorates, which replaced a decentralised model of procurement. The Procurement team help Newport City Council deliver the “Vision for Newport “ by achieving value for money , improving service delivery and providing our communities with extra benefits through our supply chains in line with the legal constraints of public procurement.

Within the Strategic Procurement Function there are currently 4 posts managed by the Strategic Procurement Manager (who also manages the E-Procurement team and the Payments team). All posts require a high level of knowledge and expertise in public procurement including professional membership to CIPS.

- 2 x FTE Category Manager
- 2 x FTE Category Officer

The 4 posts, including the manager, are responsible for delivering large parts of the recently agreed ‘NCC Procurement Strategy’ which underpins the Council’s CSO and add value to all, but in particular, larger procurement activity, as well as ensuring compliance with all relevant legislation and regulations.

- European Union Public Sector Procurement Directive 2014/24/ which is supported by the UK’s Public Contracts Regulations 2015, which came into effect on 26 February 2015.
- The Council’s CSOs reflect and supplement the above legal requirements whilst ensuring robust, clear and accountable organisational processes are in place.
- Wales Procurement Policy Statement

A large part of this responsibility has been developed and met by the development of new procurement processes ensuring a standard, open and transparent approach to the way we procure ‘the Gateway Process’. This provides an opportunity within the organisation to critically review how and what it does as this provides a ‘rich source’ of potential to deliver better outcomes at lower cost.

All procurements over the value of £25k must be completed through Electronic tendering systems: NCC use Sell2Wales and Bravo ETender Wales which is managed by the Strategic Procurement Team. Less than 2% of NCC staff (excluding schools) have access to the system and as tendering is only carried out by staff very infrequently, in the main. The procurement function provides the resources to do this for services, as they use the system more regularly and therefore have a good working knowledge of its use.

Key Objectives and Scope

Maintain ability to;

- Provide a strategic approach to procurement activity, within resources constraint and ensure input into delivering Council and services plans
- Provide a professional and expert procurement capacity within the organisation
- Deliver key parts and overall aims of the agreed ‘Council Procurement Strategy’
- Ensure compliance with relevant legislation / regulation is maintained
- Deliver savings and a sharp focus on what roles offer to the organisation.

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Options considered
<p>Status Quo Maintaining 2 Category Managers and 2 Category Officers and recruiting to the vacant Category Officer post. This would increase the ability for the outcomes detailed in the 16/17 Service Plan to be fully met and for the team to be able to deliver compliant and Smarter Strategic Procurement and contribute to the necessary MTRP savings targets. This would provide an increased opportunity to undertake contract management which is currently not able to be undertaken with the reduced level of resource. Contract Management is a vital part of the procurement process which ensures that all contracts are delivering and obtaining value for money and achieving the required outcomes and necessary improvements.</p> <p>Option 1: Reduction in 1 Category Officer Post - RECOMMENDATION Maintaining 2 Category Managers and 1 Category Officers and deleting the vacant Category Officer post. This would have an impact on the ability for the outcomes detailed in the 16/17 Service Plan to be fully met. This would significantly reduce opportunities to undertake vital contract management. Contract Management is a vital part of the procurement process which ensures that all contracts are delivering and obtaining value for money and achieving the required outcomes and necessary improvements. This would create a saving of £28k.</p> <p>Option 2: Move towards a compliance only function An option to return to a decentralised procurement method across the organisation and become a compliance only function with only advice and guidance provided. Maintaining 1 Category Manager and Category officer posts and removing 1 Category Manager and 1 Category Officers Posts. Each Service Area across the organisation would have to undertake its own procurement. This would require a complete change in the way that NCC undertakes Procurement and have a negative impact on the overall success of service delivery for the organisation. Significant resource impact on Service Areas. All plans within the 16/17 Service Plan and Procurement Strategy would need to be reviewed as will not be met. Additionally this would have a resource implication from Legal Services in terms of 'terms and conditions,' tender documentation and drawing up contracts documentation which are currently covered by the Strategic Procurement team no longer being part of the function. There would be a potential saving of £71k</p> <p>With the implementation of a small Strategic Procurement Team in 2013 there has been a positive improvement over the last 3 years in terms of delivering considerable value by changing its procurement approach which included changes to systems, transparency, control, structure and organisational capability.</p>
Recommended Proposal/Option
<p>Recommended proposal is for option 1 that Strategic Procurement delete the Category Officers Post which is currently vacant and to make a saving of £28k Whilst this will impact on the ability/speed for the Strategic Procurement Team to deliver smarter more strategic procurement the impact on continuing a strategic approach should be minimal as that is mainly carried out by Category Managers. This option has relatively smaller impact on the organisation compared to the other option explored which would have a significant impact on all service areas.</p>
Required Investment
None
High Level Milestones and Timescales
The post is vacant and can be delivered for 17/18
Key Risks/issues
The post is currently vacant. However, the overall reduction of officer FTE is 25% of the

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allocated FTE for this team.

Possibility legislation is not adhered to and places the organisation at risk. This risk may take the form of legal challenges, which could result in compensation being paid.

There is a risk of not achieving the Service Plans Objectives: The strategic procurement function will purchase smarter with improved processes, management information and technology but can only do so in line with the level of resource available. In order to undertake intelligent and managed procurement we need to improve contract monitoring of current suppliers, maintain data management and better undertake market analysis and development where appropriate. The removal of this Category Officer post removes vital resource to deliver these elements.

Specific linkage with Future generation act requirements

Integration –The proposal will have a medium impact on the successful delivery of the Strategic Procurement 20:20 plan and Service delivery plan in terms of delivering smarter procurement and increasing the contract management function.

Long Term –Not applicable

Prevention –With a small resource in Strategic Procurement it is inevitable that strategic procurement opportunities may be missed or delayed, however in maintaining a strategic function the organisation is ensuring that procurement is undertaken strategically and in a legally compliant manner.

Without expert procurement knowledge and expertise Officers and Members may contravene legislation and place the organisation at risk. This risk may take the form of legal challenges, which could result in compensation being paid. There is also a greater risk of fraud, loss of income and the organisation not making the best use of its resources.

Collaboration - Corporate approaches to procurement provide maximum impact and efficiency and promote effective partnership working and collaboration.

Ongoing collaborative strategic procurement work with other public sector bodies will not be affected by this proposal. With a central procurement function working together with all service areas and forward procurement planning provides collaboration opportunities to consider on all occasions.

Consideration must be made as to the high impact of Option 2.

Collaboration in procurement is one of the cornerstones of the WPPS (Wales Procurement Policy Statement) and a key tool to enable the council to achieve greater value for money not only in terms of bringing together key areas of expenditure but also in sharing procurement resources, experience, knowledge and training & development activities.

Involvement – Not applicable as development or implementation is not required.

In line with the Wales Procurement Policy Statement (WPPS) Strategic Procurement will continue to ensure that the Well-being of Future Generations (Wales) Act 2015 and Community Benefits (CB) Act are applied to all relevant procurement, use the CB measurement tool on all contracts over £1 million and selected procurements below this figure. We will incorporate community benefits and the goals and aims of the Well Being of Future Generations Act as core requirements where they can be demonstrated to be related to the subject matter of the contract particularly in the areas of economic development, employment and training, education, environmental and social issues.

Impact Assessment

No

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Service Area	People and Business Change
Unique Reference Number	PBC171803
Proposal Title	Review of the social care training unit provision
Version	01/12/16
Proposal Summary Description	To consider a review of the Council's social care training unit provision
Impact on Performance	Increased resilience of training unit staffing structure Greater protection from future grant funding reduction
Impact on FTE Count	None
Impact on other Service Areas	There will be impact on the social services directorate who rely upon the provision for both qualification support, social worker placement and other social care training, but the impact is expected to be positive
Impact on Citizens	There will be impact on social care settings who use the provision for their training requirements but the impact is expected to be positive
Delegated Decision (Head of Service/Cabinet Member/ Cabinet)	Cabinet Member

Recurring Net Savings (£000's)	2017/18	2018/19	2019/20	2020/21
	40			

One off Implementation Costs (- £000's)	2017/18	2018/19	2019/20	2020/21
Revenue – Redundancy/Pension				
Revenue – External consultants				
Revenue - Other				
Capital – Building related				
Capital - Other				
Implementation Cost - Total				

Current Position
<p>The social care training unit is a provision of dedicated resource for the assessment of professional qualifications and specific training to the social care field. The unit does not only provide a service internally to our social services directorate but also to other external social care settings in Newport. The unit moved from social services in 2013 (check date) into the People and Business Change service area with a view to it being included in a regional partnership arrangement with other local authorities in South East Wales. However, in the time since the service transferred the unit has remained a stand-alone provision.</p> <p>The unit provides three key responsibilities:</p> <ul style="list-style-type: none"> - Placement of social care university students - NVQ framework delivery for social care staff (not exclusive to NCC, but delivered to

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- external care settings also)
- Training to social care staff

The unit costs £639,000 per annum:

- £357,872 grant funding
- £107,361 NCC match funding
- £174,185 NCC core funding

The staffing structure totals 6.86 FTE and the unit has already made a reduction of over £200,000 in the overall budget in the last 12 months and reduced the staffing levels by 4 FTE.

Key Objectives and Scope

The proposal is to consider efficient ways of working within the unit to ensure service delivery remains unaffected. There are five possible options for consideration:

- 1) Reduction in the core funding budget of £40,000, achieved by delivering Health and Safety training internally.
- 2) Internal merger with HR/OD
- 3) External partnership with Blaenau Gwent and Caerphilly Council workforce development provision
- 4) External partnership with Torfaen and Monmouthshire Council workforce development provision
- 5) External partnership with all five South East Wales local authority workforce development provision (potentially April 2018)

Options considered

- 1) Reduction of core funding of £40,000

A review of non-grant funded training will need to establish which areas can no longer be delivered (or are no longer required) – some initial scoping has identified Health and Safety related training that would be better delivered through the corporate H&S training function rather than through the social care training unit.

- 2) Internal merger with HR/OD

Whilst this option might have the benefit of increasing resilience by bringing together two teams with a view that workforce development has similarities across all parts of the Council and is not limited to social care, this option has several risks attached to it. There are potentially limited savings to be realised as the corporate OD team consists of only 2 FTE, yet grant conditions would have to be maintained in the social care provision. Core funding could be used more widely than the social care work to offer enhanced provision to workforce development across the Council but merging two distinct teams with niche areas of work could cause disruption to our internal customers. In addition, the long term view of the Training Unit Manager and HR Manager is that the future direction of social care workforce development lies in a regional approach with other partners, including health, and not within an internally facing environment.

- 3) External partnership with Blaenau Gwent and Caerphilly

Scope has been identified to explore collaboration with Blaenau Gwent and Caerphilly Council with a view to potentially merging the three service provisions. In recent years discussions were held with Torfaen and Monmouthshire to explore the possibility of jointly working with them in one half of the region whilst Blaenau Gwent and Caerphilly worked in partnership in the other half of the region. The talks with Torfaen and Monmouthshire did not proceed but the Blaenau Gwent/Caerphilly model has been established. There is potential for Newport to consider joining this partnership with a view to increasing resilience within the team. Savings are difficult to estimate at this early stage – whilst Blaenau Gwent and Caerphilly do not operate an accredited QCF centre, they have outsourced their NVQ delivery resulting in considerable savings, but as the single accredited centre in South East Wales, the loss of the QCF centre may not be long

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sighted should the provision move towards greater regionalisation in the future as there will be regional demand for such provision. There would potentially be management and administration savings to gain by moving to this model, and the reduction of the core funding.

4) External partnership with Torfaen and Monmouthshire

As above, there is the potential to scope collaborative working with the other Councils in our region with a view to merging the three service provisions. We have previously held such discussions but without such a proposal being accepted but we could instigate this again. Benefits and risks are as per option 3.

5) External partnership with all five South East Wales local authority workforce development provision (April 2018)

In April 2017 the CSSIW and Care Council will be merging to form one single unit, the Care Council Wales. Currently the grant funding arrangements are handed to each local authority to determine how the grant is spent. There is the likelihood of future grant funding being streamed through regional working as opposed to all 22 local authorities. There are already strong regional working links set up in the South East region and the delivery of social care training could work well as one regional service delivery model. This would require engagement with our neighbours but Newport would be in an ideal position to take a lead role in such discussions due to the strengths that we hold internally (particularly our QCF accreditation). Work could be scoped with project support to bring together the Blaenau Gwent/Caerphilly model combined with ourselves, Torfaen and Monmouthshire to deliver a sustainable, outwardly focussed social care provision for the region. This will bring about management and administrative savings and reduce duplication, whilst increasing consistency, quality assurance and longevity.

Recommended Proposal/Option

There are two preferred options; number 1 and number 5.

Option 1 is the preferred short term option as this is deliverable in 2017/18. The saving will be identified in the departmental budget held by the training unit.

Option 5 of exploring regional working across South East Wales is the preferred long term solution. This will enable greater resilience to be forged with a horizon of reduced grant and core funding in future years.

However, there is no resistance to further exploration of options 3 and 4 should that be requested. There is however the caveat of going through a significant change programme (both impact on the staff of the training unit and the service users receiving the service delivery) should there then be a further change into a larger regional unit. The preferred route is one significant change programme as opposed to change now and then change again a short while later.

Option 2 is not considered a viable option at this stage due to the uncertainty around the future of grant funding and regional working being determined at Welsh Government level. Bringing the training unit into a wider workforce development team that manages organisational wide learning and development brings about less focus to the specific niche field of social care training which has additional risk and potential impact to service users. It should be noted that other local authorities do not operate in this way.

Required Investment

To implement option 1, there is no investment required and savings will be realised from April 2017.

To implement option 5, project support will be required from the business improvement, finance,

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HR and legal teams in conjunction with others from the South East Wales region to explore the possibility of regional working further.

High Level Milestones and Timescales

Option 1:

September – November: Identification of areas to reduce funding e.g. training that could be delivered corporately

December – January: re-provision of training functions and liaising with other providers/service users

February – March – implementation plans confirmed

April 2017 – savings realised

Option 5:

Initial discussions could be held with partner organisations during September to November but other timescales are not able to be specifically defined at this stage.

Key Risks/issues

There is a possibly of minimal impact on the Social Services Directorate.

Specific linkage with Future generation act requirements

Moving to a long term regional collaborative arrangement meets the requirements of Newport 2020 by increasing our partnership working for increased resilience. Economies of scale might be one outcome of greater integration with other partners, but the long term picture will enable best practice to be shared across our region including health, bringing about improved service delivery to the social care community.

The People and Business Change service plan for 2016/17 sets out our intentions regarding increased collaboration and this proposal therefore fits with the direction of travel.

Continuing with the current model leads rise to uncertainty of the viability of the service in future years given the reduction in grant and core funding that could impact on this service. The structure has reduced significantly in recent years and is now operating on reduced capacity. Continuing with reductions will exacerbate this further and so it is timely to assess whether there is scope for increased regional working.

The future direction of the social care workforce development agenda increasingly appears to be one with a regional focus. With a reducing grant and core funding income, hosting four separate social care training functions across South East Wales does not appear to be sustainable in the long term.

The training unit manager has been involved in designing the options for consideration and discussions have taken place with stakeholders internally from within social services. Any decision to explore regional working would need full engagement with the sector.

Impact Assessment

Yes

APPENDIX SIX – NEW BUDGET SAVINGS IMPLEMENTED UNDER DELEGATED AUTHORITY

Head of Service

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
PEOPLE							
CF171802	Children & Young People Services	Reduction of a post in the Fostering Team - In managing the workload in the fostering team we will make an efficiency saving of one social work post.	42	0	0	0	1
CF171803	Children & Young People Services	Reduce Specialist and Career foster carers - This is a proposal to cap recruitment to two fostering enhanced payments schemes at the present level.	48	0	0	0	0
AS171802	Adult & Community Services	Various Budget reductions - A reduction in various budgets across Adult & Community Services.	129	20	20	20	0
AS171806	Adult & Community Services	Review of the Council's In House Day Opportunities Service - This proposal outlines opportunities to reduce expenditure in the provision of internal day services.	20	60	0	0	3.5
AS171807	Adult & Community Services	Review of the Social Work requirements within the Hospital Social Work team - To review the Social Work requirement within the Hospital Team once the 'In Reach' Project is	39	0	0	0	0

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
		embedded within the hospital discharge process					
AS171809	Adult & Community Services	Review and retendering of frailty care support team (Hospital Discharge service) - Remodelling the Frailty Care Support Team to improve capacity and minimise the number of handoffs between different teams and services	32	0	0	0	0
PLACE							
RIH171801	Regeneration, Investment & Housing	Transfer of the Access Supported Employment post to external funding - To transfer into external funding the Job Coach position that delivers the activities carried out through the Access Supported Employment Team, supporting people with disabilities to find employment.	25	0	0	0	1
RIH171803	Regeneration, Investment & Housing	Reallocation of external funding from the Flying Start programme to support the post of the Play Development Manager - Additional capacity has been identified within the play development manager's post that will complement the work of Flying Start and amalgamate / reduce 2 x FTE management posts into one.	22	0	0	0	0.5

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
RIH171805	Regeneration, Investment & Housing	Adult and Community Learning Transfer - To transfer Adult and Community Learning to Community Regeneration to maximise administrative and support efficiency, while developing the service to exploit commercial and funded training opportunities. Efficiency and generated income will see £32k increase in surplus above budget	31	0	0	0	1
RIH171806	Regeneration, Investment & Housing	Deletion 0.6FTE Technical Support post - Development Services – reduction of Technical Building Control Support Team by 0.6 FTE.	6	6	0	0	0.6
RIH171807	Regeneration, Investment & Housing	Reduced Local development Plan (LDP) budget - review of base budget requirements - Development Services - Reduction of LDP budget by £15,000	15	0	0	0	0
RIH171809	Regeneration, Investment & Housing	Reduction of Building Control supplies and services budget and increase Building Control income - Reduction of Building Control supplies and services budget by £8,000 and Increase in Building Control Income by £17,000.	25	0	0	0	0

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
RIH171810	Regeneration, Investment & Housing	Reduction of Development Management supplies and services budget - Reduction of Development Management supplies and services budget by £12,000	12	0	0	0	0
RIH171811	Regeneration, Investment & Housing	Budget Efficiency - Reduction of the Centralised Property Rates - To reduce the centralised properties building rates budgets in alignment with the occupied number of buildings by Newport City Council.	95	0	0	0	0
RIH171812	Regeneration, Investment & Housing	Energy Efficiency - Energy Budget Savings and Reduce the Carbon Reduction Budget - Reduction in energy budgets and carbon reduction budgets as a result of improved monitoring, consumption and forecasting.	60	0	0	0	0
RIH171813	Regeneration, Investment & Housing	Reallocation of external funding to create a shared resource - Currently the community regeneration service is supported by a number of finance and admin functions that predominantly are externally funded. We have reviewed the structure of Admin and finance officers and are currently restructuring the team.	12	0	0	0	0.5

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
SS171808	Streetscene & City Services	Collaboration of Passenger Transport Units of Newport City Council and Monmouthshire County Council - Monmouthshire County Council are providing management support to the passenger transport unit, the proposal is to take this forward with a full collaboration of this service between the two local authorities to achieve savings for both authorities.	14	0	0	0	0.4
SS171810	Streetscene & City Services	Review of lodges within Streetscene portfolio - To implement the findings of a property valuation, currently being undertaken by Newport Norse, of the occupied and empty lodge buildings within the Parks and Cemeteries of Streetscene. To bring residential rentals into line with appropriate market level for condition and age of the property.	10	10	0	0	0
SS171813	Streetscene & City Services	Provision of car parking facilities to Aneurin Bevan University Health Board (ABUHB) - Part one and part two - This business case confirms an external income opportunity for the provision of car parking spaces at Park Square car park via a negotiated contract	39	39	0	0	0

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
SS171815	Streetscene & City Services	Southern Distributor Road (SDR) operation and maintenance contract award - Part one and part two - To report on the income generation following the successful award of the operating and maintenance contract for the SDR	40	10	0	0	-4 (increase)
SS171816	Streetscene & City Services	Removal of vacant posts from the Green Services Establishment - Removal of the vacant posts from the financial establishment of Countryside, Parks & Open spaces for 2016/17.	99	0	0	0	4.5
CORPORATE							
FIN171801	Finance	Centralisation of Accountancy Assistants - To centralise accountancy assistants within the service, provide more focus on tasks and review working practices, thereby allowing a reduction in the number of accountancy assistants by 2 FTE	0	46	0	0	2
FIN171802	Finance	Restructure of 'Place' Finance Business Partner - To re-structure Place accountancy team with resulting reduction in staff resource of 0.5FTE	28	0	0	0	0.5
FIN171803	Finance	Restructure of Internal Audit and revisions to the operating model - Reduced internal audit work across the Council, thereby allowing for a reduction in Internal Audit staffing establishment by 1 FTE	21	0	0	0	1

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
FIN171805	Finance	Increase council tax collection rate - When setting C Tax, an allowance for non-collection is incorporated into the process. The proposal is to reduce this allowances, thereby, from the same level of C Tax, increase funding / income from C Tax by increasing the collection rates– 0.1% in 2017/18 and 2018/19 and 0.05% in 2019/20.	62	62	31	0	0
PBC171801	People & Business Change	Reduction of HR budget	20	0	0	0	1.5
PBC171802	People & Business Change	Review of partnership team structure - Review the structure of the partnership team releasing interim funding.	27	0	0	0	0
PBC171804	People & Business Change	Digital savings - Digital cost savings primarily in the areas of mail and print facilitated by Xerox Mail “FlexiMail” solution and new Multi-Function Device (MFD) print contract.	61	0	0	0	1
PBC171805	People & Business Change	Business Improvement & Performance Team (BIPT) - Income generation	48	0	0	0	0

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
LR171805	Law & Regulation	Public protection structure review - A review of the Public Protection Structure to create multidisciplinary service teams within the service to increase resilience and to provide a more joined up service to the residents and businesses of Newport	38	121	0	0	6
LR171807	Law & Regulation	Restructure of Public Relations (PR)/ Communication and Democratic services - To amalgamate the PR/Communications and Democratic Services teams under a single management structure and with combined, integrated teams to provide greater resilience	59	0	0	0	1
NON – SERVICE							
NS171801	Non-Service	Municipal Mutual Insurance (MMI) - Removal of contribution to MMI reserve - Remove the contribution to the MMI reserve as the current level is deemed sufficient for future calls on the Council.	250	0	0	0	0
NS171802	Non-Service	MRP/ Interest budgets - Expected interest rate savings when bonds mature - A large number of the bonds the Council have are due to mature in the 2019/20 financial year. Due to the current low level of interest rates, when these are re-financed there will be significant savings on the financing cost of these bonds	0	0	1,500	0	0

Unique ID	Service Group	Proposal – Summary Description	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
NS171803	Non-Service	Surplus energy budgets - Remove surplus energy budget held centrally	263	0	0	0	0
NS171804	Non-Service	Net saving resulting from HoS restructure and pay and grading review - Remove the budget in relation to the net savings resulting from the Head of Service restructure and Pay and Grading Review within non service.	48	0	0	0	0
NS171805	Non-Service	Review of levies budgets - To reduce the budgets for both Non-operational Pensions and South Wales Fire and Rescue Levy.	212	0	0	0	0
NS171806	Non-Service	Council Tax Reduction Scheme	400	0	0	0	0
DELEGATED HEAD OF SERVICE BUDGET SAVING TOTAL			2,352	374	1,551	20	22

Business cases for the above delegated head of serve budget savings can be found on the following link:

<http://www.newport.gov.uk/en/Council-Democracy/About-the-council/Budget-business-cases-head-of-service-decision.aspx>

SAVINGS SUMMARY

Savings Decision Type	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000	Staff Impact (FTE)
Cabinet Budget Savings (as per Appendix Four)	641	310	0	0	81.82
Cabinet Member Budget Savings (as per Appendix Four)	461	150	0	0	2
New Budget Savings for consultation (as per Appendix Four)	1,102	460	0	0	83.82
Delegated Head of Service Budget Savings (as per Appendix Six)	2,352	374	1,551	20	22
Budget Savings previously agreed/revised (as per Appendix Seven)	2,191	216	60	0	25.4
TOTAL BUDGET SAVINGS	5,645	1,050	1,611	20	131.22

APPENDIX SEVEN – BUDGET SAVINGS PREVIOUSLY APPROVED/ REVISED

Service Group	Proposal	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
Education	Joint Working with Social Services - Anticipated saving in respect of reduced out of county placements and potential to income generate through offering school places across Gwent. This saving has been profiled in line with the opening of the new Autistic Spectrum Disorder school.	0	0	0	0
Education	Home to School Transport The home to school transport distance was changed from the discretionary three miles to the statutory limit of two miles in September 2014. It only applies to new pupils as they enter secondary school.	60	0	0	0
Regeneration, Investment & Housing	Property Services - The service is now being delivered by a joint venture company.	106	0	0	0
Streetscene & City Services	Prosiect Gwyrdd - Commencing 1 April 2016. Associated landfill site savings and additional income generated from external customers	0	0	0	0
Streetscene & City Services	Commercial Waste - Additional income opportunities by allowing more commercial waste to be deposited at the landfill site.	0	0	0	0
Finance	Council Tax & Non-Domestic Rates (NDR): Implement e-transactions and e-billing To increase the volume of online transactions, especially e-billing, leading to reduced billing and postage costs.	5	0	0	0

Law & Regulation	Warden Service Increase proactive fixed penalty enforcement work, increasing income from fines.	5	0	0	0
Non Service	Council Tax 1% This is the additional income from a 1% council tax rise across the period of the medium term financial plan	0	0	0	0
CS & DI	Information Governance - Reduce postage budget by 7% (over a two year period) across the Council. This would be achieved through reductions in 1st class mail, maximising royal mail discounts and through the use of an automated mail service (hybrid mail solution)	5	0	0	0
CS & DI	Information Governance - Reduce budget for external storage of documents. Documents previously held in storage externally have now been transferred to the internal modern records facility therefore reducing the cost in future	3	0	0	0
CS & DI	Information Technology - Budget reduction to reflect the Egress (secure email) sliding scale of charges	29	0	0	0
CS & DI	Information Governance - PSBA (Public Sector Broadband Aggregation) circuits. Greater Gwent Network project developed involving the provision of a new wide area network funded by Welsh Government	61	12	0	0
Finance	Internal Audit - Reduction in Audit staffing resources	26	0	0	0

Finance	Procurement and Payments - Reduction of staff within the two teams	27	0	0	0
Law & Regulation	Land Charges - To increase the fee income projections for local land charges searches fees	25	0	0	0
Law & Regulation	Legal Services - Reduction of staff within the Legal section	43	0	0	0
Law & Regulation	Kennel Service - Redesign the service at the kennels moving it towards more of a rehoming centre which drives income to eventually pay for its self	10	0	0	0
People & Business Change	Voluntary Sector Grants - The re-commissioning of voluntary sector organisation provision - replaces original PBC06 & RIH9	63	0	0	0
Adult & Community Services	Promoting Independence - LD Service Development and Reviews	531	0	0	0
Adult & Community Services	Modernisation of Transport Provision	104	0	0	0

Adult & Community Services	Review of Telecare Service	78	0	0	0
Adult & Community Services	Improving the efficiency of Homecare and Extracare service	90	0	0	0
Children & Young People Services	Reduction in Social Worker posts	144	144	0	0
Children & Young People Services	Review of residential provision	594	0	0	0
Children & Young People Services	Review Voluntary Sector Contracts	23	0	0	0
Streetscene & City Services	Bus routes - Removal of subsidy to support evening and Sunday bus services	69	0	0	0
Streetscene & City Services	Trade Waste - Review of charges and increase the number of contracts	90	0	0	0

Streetscene & City Services	Waste - Review of charging for special collections - applying a new pricing mechanism to ensure that the minimum charge covers the operating and disposal costs of the service	0	0	0	0
Streetscene & City Services	Newport LIVE - Efficiency savings from Newport Live operation	0	60	60	0
Total agreed budget savings		2,191	216	60	0

Links to previously agreed budget savings:

February 2015 Cabinet Report - [https://democracy.newport.gov.uk/Data/Cabinet/20150209/Agenda/\\$1027550%20-%20CONT732568.doc.pdf](https://democracy.newport.gov.uk/Data/Cabinet/20150209/Agenda/$1027550%20-%20CONT732568.doc.pdf)

February 2016 Cabinet Report - <https://democracy.newport.gov.uk/documents/g6479/Public%20reports%20pack%2015th-Feb2016%2011.00%20Cabinet.pdf?T=10>

APPENDIX EIGHT – FEES & CHARGES FOR CONSULTATION

SERVICE AREA: Corporate Services

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
REGISTRATION SERVICE			
Approved Premises License	1,500	1,560	4%
Ceremony Charges			
Mansion House - Monday to Thursday	210	230	9.50%
Mansion House - Friday	265	285	7.50%
Mansion House - Saturday (includes Premier Package)	300	320	6.60%
Approved Venue - Monday to Thursday	315	335	6.30%
Approved Venue - Friday	370	390	5.50%
Approved Venue - Saturday	405	425	4.90%
Approved Venue - Sunday, Bank holidays	475	495	4.20%
Register Office (simple ceremony)	46	46	0%
Church/Chapel ceremony attendance	86	86	0%
Naming and Vow Renewal Ceremonies			
Booking fee	70	70	0%
Mansion House - Monday to Thursday	210	230	9.50%
Mansion House - Friday	265	285	7.50%
Mansion House - Saturday (includes Premier Package)	300	320	6.60%
Approved Venue - Monday to Thursday	315	335	6.30%
Approved Venue - Friday	370	390	5.50%
Approved Venue - Saturday	405	425	4.90%
Approved Venue - Sunday, Bank holidays	475	495	4.20%
Commemorative certificate packs	N/A	10	
Save the Date Fee	25	25	0%
Legal notice of marriage or civil partnership	35	35	0%
Certificate (issued same day)	4	4	0%
Certificate (issued within 28 days)	7	7	0%
Citizenship Ceremonies	85	90	6%
Single Adult	30	30	0%
CERTIFICATE FEES			
Certificate Search Fees			
Search 1 year either side of date	0	0	0%
Search a further 5 years	6	10	66%

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Search a further 10 years	18	18	0%
Same Day Service			
Certificate	10	10	0%
Standard Certificate	5	7	40%
Short Certificate	5	7	40%
Regular Service			
Standard Certificate	10	10	0%
Short Certificate	10	10	0%
Telephone Orders			
Administration Charge - Registrar Certificate	2	2	0%
Administration Charge - Superintendent Certificate	2	4	100%
Same day service certificates	17	21	23%
Regular service applications	12	14	16.5%
LEGAL SERVICES			
Local Land Charges (LLC1 only)	6	6	0%
Local Land Charges (Con 29 R)	104	104	0%
Local Land Charges (Nlis LLC1))	4	4	0%
Local Land Charges Official Search (LLC1 & Con 29 R)	110	110	0%
Local Land Charges Nlis Official Search (LLC1 & Con 29 R)	108	108	0%
Optional Questions	12 (for 20 out of 22 questions) 15 (2 out of the 22 questions)	12 (for 20 out of 22 questions) 15 (2 out of the 22 questions)	0%
Solicitors own questions	25	25	0%
Additional parcel fee (LLC1)	1	1	0%
Additional parcel fee (Con29 R)	24	24	0%
Additional parcel fee (total)	25	25	0%
Query re: personal search (dealing with errors etc)	25	25	0%
PUBLIC PROTECTION SERVICE			
EAR PIERCING, ACUPUNCTURE, ELECTROLYSIS AND TATTOOING-REGISTRATION			
Premises	88	92	4%
Practitioners	88	92	4%
Replacements Certificates	22	23	4%

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
B .CERTIFICATE FOR VOLUNTARY SURRENDER OF FOOD			
Voluntary Surrender Certificate	53 for first half hour and 53 for every additional half hour or part thereof plus VAT	55 for first half hour and 55 for every additional half hour or part thereof plus VAT	4%
Collection and Disposal	To be determined by weight and cost of disposal	To be determined by weight and cost of disposal	
Food Hygiene Rating Scheme - Rescore Fee (per certificate)	160	160	0%
C. EXPORT HEALTH CERTIFICATES			
Export Health Certificate - Food Safety (per certificate)	104	108	4%
SEX SHOP			
Application Fee – deducted from Full Fee [non-refundable]	1,610 440	450 458	0% 4%
LOCAL LAND SEARCHES IN RESPECT OF CONTAMINATED LAND ETC. [OTHER THAN THOSE UNDER THE LOCAL LAND CHARGES ACT 1975]	52 for first hour and 52 for each additional hour or part thereof	54 for first hour and 54 for each additional hour or part thereof	4%
UK ENTRANCE CLEARANCE - PREMISES INSPECTION	165	172 + VAT	4%
GAMBLING ACT 2005 – VARIOUS LICENCE / PERMIT FEES	As per the Statutory maximum	As per the Statutory maximum	
HOUSES IN MULTIPLE OCCUPATION LICENSING FEES**			
i. Initial Licence	866	901	4%
(For larger HMO (6+ units of accommodation/households))	50 extra per additional until up to a max of 1,516	52 extra per additional until up to a max of 1,577	4%
ii. Renewal of Licence made before application of existing license	685	712	4%
(For larger HMO (6+ units of accommodation/households))	50 extra per additional until up to a max of 1,335	£52 extra per additional until up to a max of 1,388	4%

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
iii. Renewal of Licence made after application of existing license	866	901	4%
(For larger HMO (6+ units of accommodation/households))	50 extra per additional until up to a max of 1,516	52 extra per additional until up to a max of 1,577	4%
PROPERTY SURVEYS (NON-STATUTORY)	0	172 + VAT	
CAMP SITE LICENCES	0	624	
Mobile Homes			
Site Licence fees - small site (3-10 caravans)	600	624	4%
Site Licence fees - medium site (11-49 caravans)	670	697	4%
Site Licence fees - large site (50+ caravans)	800	832	4%
Site Licence fees - sites of 2 or fewer pitches	0	0	4%
Amendment to site licence conditions - variation	55	57	4%
Amendment to site licence conditions - variation requiring an inspection	140	146	4%
Other fees and Fixed Penalty Notice Charge - fee to deposit site rules	45	47	4%
Other fees and Fixed Penalty Notice Charge - fee for replacement licence	13	14	4%
Other fees and Fixed Penalty Notice Charge - Fixed Penalty Notice charge	75	78	4%
HOUSING ACT 2004 NOTICE FEES	385	400	4%
Each additional identical notice served on another recipient at the same time	52	54	4%
WORKS IN DEFAULT - ADMINISTRATION FEE	Fee charges by the contractor (ex.VAT) plus: 20% for fees up to £1,000 10% for fees £1,001+	Fee charges by the contractor (ex.VAT) plus: 20% for fees up to £1,000 10% for fees £1,001+	

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
	*Fee charged by contractor plus "officer time" charge (up to a mx. Of the above charge) where EH Manager agree defaulter has special circumstances.	*Fee charged by contractor plus "officer time" charge (up to a mx. Of the above charge) where EH Manager agree defaulter has special circumstances.	
PORT HEALTH SHIP SANITATION CERTIFICATES			
Gross Tonnage			
Up to 1,000	80	80	0%
1,001 to 3,000	115	115	0%
3001 to 10,000	175	175	0%
10,001 to 20,000	230	230	0%
20,001 to 30,000	295	295	0%
Over 30,000	350	350	0%
With exception of vessels with capacity to carry between 50 and 100 persons	350	350	0%
With exception of vessels with capacity to carry more than 1,000 persons	600	600	0%
Extensions to Certificates	50	50	0%
PORT HEALTH – WATER SAMPLING			
i. Drinking water – Microbiological (First Sample) (Plus VAT)	87.88	91.40	4%
ii. Drinking water – Microbiological (Each subsequent sample) (Plus VAT)	62.10	64.58	4%
iii Legionella water sample (First sample) (Plus VAT)	104.88	109.08	4%
iv Legionella water sample (each subsequent sample) (Plus VAT)	78.44	81.58	4%
PORT HEALTH – ORGANIC FOOD IMPORT CERTIFICATE	56	58	4%
HEALTH & SAFETY - SWIMMING POOL/SPA POOL RESAMPLES FOLLOWING UNSATISFACTORY RESULT (Plus VAT)	61	63	4%
PRIVATE WATER SUPPLIES			

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Risk Assessment (each assessment) - Up to 3 hours	£156 for up to 3 hours plus £52 for each additional hour or part thereof, up to a maximum of £500*	£162 for up to 3 hours plus £54 for each additional hour or part thereof, up to a maximum of £500*	4%
Sampling (each visit)	100*	100*	0%
Investigation (each investigation)	£100* plus the analysis cost	£100* plus the analysis cost	0%
Grant of an authorisation (each authorisation)	100*	100*	0%
Analysis (taken under regulation 10)	25*	25*	0%
Analysis (taken during check monitoring)	Analysis cost up to 100*	Analysis cost up to 100*	0%
Analysis (taken during audit monitoring))	Analysis cost up to 500*	Analysis cost up to 500*	0%
* Maximum permitted by regulation			
Animal Welfare/Dog Control Fees			
[a] Riding Establishments			
Up to 10 horses	110	114	4%
11 to 20 horses	134	139	4%
21 to 30 horses	143	149	4%
[b] Animal Boarding Establishments			
Pet Sitters	40	80	100%
Up to 25 animals	125	130	4%
25 to 50 animals	142	148	4%
Over 51 animals	166	173	4%
[c] Pet Shops			
[d] Dangerous Wild Animals	104	108	4%
[e] Dog Breeding Establishments	478	497	4%
[f] Zoo Licence	104	108	4%
[f] Zoo Licence	912	948	4%
[For [a] to [f] above, in addition to the licence fee, the licensee to pay the Council's veterinary fees]			
[g] Dog Kennelling Services**			
Stray Dogs Reclaiming Fees:			
Dogs reclaimed after one day	87	87	0%

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Dogs reclaimed after two day	100	100	0%
Dogs reclaimed after three day	113	113	0%
Dogs reclaimed after four day	126	126	0%
Dogs reclaimed after five day	139	139	0%
Dogs reclaimed after six overnight stays	152	152	0%
Dogs reclaimed after seven overnight stays	165	165	0%
Dogs reclaimed and staying with the kennels for an extended period (charge per night)	0	11	
However there will be discretion given to the Kennels Officer on the level of charging due to unusual circumstances			
Dog re-homing fee :			
Puppies up to 1 years old	160	160	0%
Dogs aged 1-3 years old	140	140	0%
Dogs aged 3-6 years old	120	120	0%
Dogs aged 6 years old +	100	100	0%
Tagging inc. VAT	0	15	
Removal from home	0	49	
However there will be discretion given to the Kennels Officer on the level of charging due to unusual circumstances			
[i] Fireworks – All year sales licence - All year sales licence-set at statutory maximum	500	500	0%
Street Trading Consents			
City Centre Pitch - Application Fee (monthly)	50	52	4%
City Centre Pitch - Application Fee (Quarterly / Full year)	150	156	4%
License Fee (daily) Static Trader	45	47	4%
License Fee (weekly) Static Trader	90	94	4%
License Fee (monthly) Static Trader	250	260	4%
License Fee (quarterly) Static Trader	350	364	4%
License Fee (Full year) Static Trader	800	832	4%
City Centre Pitch - License Fee (Full year) Static Trader	2,500	2,600	4%
License Fee (daily) Mobile Trader	45	47	4%
License Fee (weekly) Mobile Trader	90	94	4%
License Fee (monthly) Mobile Trader	120	125	4%
License Fee (quarterly) Mobile Trader	150	156	4%
License Fee (Full year) Mobile Trader	300	312	4%

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Street Naming			
Property Naming/Renaming (does not cover newly built properties)	42	42	0%
Single Plot Development	114	114	0%
Development 2+ Plots	114.40 + 41.60 per additional plot	114.40 + 41.60 per additional plot	0%
Changes to Development Layout after Notification	£41.60 per plot affected	£41.60 per plot affected	0%
Street Renaming at Residents Request	114.40 +41.60 per property	114.40 +41.60 per property	0%
Confirmation of Address to Conveyancers etc	42	42	0%

** New charging schemes agreed during 15/16 by separate Cabinet Member Report

SERVICE AREA: Regeneration, Investment & Housing

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
<u>PLANNING & DEVELOPMENT</u>			
<u>Building Control Fees</u>			
Various Fees based on size and type of building. Examples of typical charges (excluding VAT).			
Single storey extension floor area not exceeding 10m2			
i) Plan charge	125	125	0%
ii) Inspection charge	200	200	0%
iii) building notice charge	325	325	0%
Two storey Extension exceeding 40m2 but not exceeding 100m2			
i) Plan charge	125	125	0%
ii) Inspection charge	341.67	341.67	0%
iii) building notice charge	570.83	570.83	0%
Creation of New Dwelling			
i) Plan charge	203.13	203.13	0%
ii) Inspection charge	406.87	406.87	0%
iii) building notice charge	610	610	0%
Internal alterations			
i) cost of works <£2000	125	125	0%
ii) cost of works £2001 to £5000	204.17	204.17	0%
iii) cost of works > £5000	245.83	245.83	0%
Safety at Sports Grounds Certificate	1,300	1,300	0%
Safety at Sports Grounds renewal	500	500	0%
Letter of acceptance to AIs	20	20	0%
	50% of plan fee	50% of plan fee	
Preliminary enquiries			0%
Dangerous Structures	70.00 per hour	70.00 per hour	0%
Demolition Notice	130	130	0%
Development Management Fees	Various based on scale of development	Various based on scale of development	0%
Pre-application advice	Various depending on the scale of	Various based on scale of development	

	development		
<u>PROPERTY SERVICES</u>			
Market Rents	various based on size of stall and facilities	various based on size of stall and facilities	0%
Civic Centre Room Hire			
Council Chamber	68 per session 213 per day	71 per session 222 per day	4%
Committee Room 1	36 per session 109 per day	37 per session 113 per day	4%
Committee Room 2	26 per session 78 per day	27 per session 81 per day	4%
Committee Room 3	26 per session 78 per day	27 per session 81 per day	4%
Committee Room 4	26 per session 78 per day	27 per session 81 per day	4%
Committee Room 5	21 per session 62 per day	22 per session 64 per day	4%
Committee Room 7	62 per session 187 per day	64 per session 194 per day	4%
<u>Equipment Hire</u>			
Digital Projector	13	14.0	4%
Television	9.4	10.0	6%
Video	5.2	6.0	15%
OHP	5.2	6.0	15%
Screen	4.2	5.0	19%
Flipchart Stand	4.2	5.0	19%
Slide Projector	5.4	6.0	11%
Full facilities in Committee Room 7 including staff assistance	57.2	60.0	5%
Council Chamber Microphones	28.6	30.0	5%
Council Chamber 1 Microphone	12.5	13.0	4%
<u>Civic Centre Charging Eligibility</u>			
Full Charge			
1 Industrial or Business Organisations			
2 Organisations whose members are engaged in trade, business or professional practice (other than student associations)			
3 Statutory official or Government Bodies including Local Government except where reciprocal arrangements apply			

Half Price

Political, Social or Trade Union Groups not included under full price or Free

Free (this only applies to evening sessions)

1 Organisations devoted exclusively to charitable causes

2 Societies for the handicapped

3 Organisations for promotion of recreational activities for young people.

4 Trade Union Branches whose members are employed by Newport City Council

5 Any political group meetings of Councillors and invited guests are free of charge (provided that not more than 25 % of the people attending the political group meetings are non Councillors).

NB Any registered charities chaired by the Mayor of Newport can use the meeting rooms free of charge at any time

COMMUNITY REGENERATION

Community Centres Room Hire

Caerleon Town Hall

Non Profit Making/ Voluntary Organisations (per Hour)

Town Hall	10	10.6	4%
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Memorial Hall	8.0	8.3	4%
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Council Chamber	8.0	8.3	4%
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Hire of Kitchen	6	6.4	4%
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First Floor	10	10.6	4%
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Small Group Organisations (per hour)

Town Hall	13.0	13.5	4%
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Memorial Hall	10	10.6	4%
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Council Chamber	10	10.6	4%
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Hire of Kitchen	7	7.5	4%
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First Floor	13.0	13.5	4%
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Commercial/ Business (per hour)

Town Hall	16.0	16.6	4%
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Memorial Hall	13.0	13.5	4%
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Council Chamber	13.0	13.5	4%
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Hire of Kitchen	8.3	8.6	4%
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First Floor	14.00	14.6	4%
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Ringland Community Centre

Non Profit Making/ Voluntary Organisations (per Hour)

Main Hall	10	10.6	4%
Meeting Rooms	8.0	8.3	4%
Hire of Kitchen	6	6.3	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Changing Rooms	13.1	13.6	4%
Small Group Organisations (per hour)			
Main Hall	13.0	13.5	4%
Meeting Rooms	10	10.6	4%
Hire of Kitchen	7	7.5	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Changing Rooms	13.1	13.6	4%
Commercial/ Business (per hour)			
Main Hall	16.0	16.6	4%
Meeting Rooms	13.0	13.5	4%
Hire of Kitchen	8.3	8.6	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Changing Rooms	13.1	13.6	4%
Alway Community Centre			
Non Profit Making/ Voluntary Organisations (per Hour)			
Main Hall	10	10.6	4%
Meeting Rooms	8.0	8.3	4%
Hire of Kitchen	6	6.3	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Changing Rooms	13.1	13.6	4%
Small Group Organisations (per hour)			
Main Hall	13.0	13.5	4%

Meeting Rooms	10	10.6	4%
Hire of Kitchen	7	7.5	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Changing Rooms	13.1	13.6	4%
Commercial/ Business (per hour)			
Main Hall	16.0	16.6	4%
Meeting Rooms	13.0	13.5	4%
Hire of Kitchen	8.3	8.6	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Changing Rooms	13.1	13.6	4%
Bettws Day Centre			
Non Profit Making/ Voluntary Organisations (per Hour)			
Main Hall	10	10.6	4%
Day Club	8.0	8.3	4%
Hire of Kitchen	6	6.3	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Small Group Organisations (per hour)			
Main Hall	13.0	13.5	4%
Day Club	10	10.6	4%
Hire of Kitchen	7	7.5	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Commercial/ Business (per hour)			
Main Hall	16.0	16.6	4%
Day Club	13.0	13.5	4%
Hire of Kitchen	8.3	8.6	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Small Group Organisations (per hour)			
Main Hall	14.7	15.3	4%

Training Room	11.8	12.3	4%
Hire of Kitchen	7	7.5	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Commercial/ Business (per hour)			
Main Hall	16.0	16.6	4%
Training Room	13.0	13.5	4%
Hire of Kitchen	8.3	8.6	4%
Special Events	(all weekend and large event charges to be set by Malpas Court)		
Same tariffs also apply for Rivermead Centre			
<u>CULTURE & HERITAGE</u>			
Museum & Art Gallery			
Educational Publications UK Rights	18	19	4%
Educational Publications World Rights	35	36	4%
Commercial Publications & Websites UK rights	36	37	4%
Commercial Publications & Websites world rights	76	79	4%
Publication Jacket, Covers & Homepages UK Rights	86	89	4%
Publication Jacket, Covers & Homepages World Rights	175	182	4%
Television Flash Fees UK rights	86	89	4%
Television Flash Fees world rights	170	177	4%
Digital Image 300 dpi	7	7	12%
Ship Project			
Staff Consultancy & Training services			
Hourly Rate	39	45	15%
Staff Consultancy & Training services			
Day Rate	270	285	6%
Faro Arm Rental	76	80	5%
Libraries			
Fines (per day)	0.20	0.20	0%

Overdue Administration Adult	0.30	0.30	0%
Replacement Library Card	4.00	4.00	0%
Lost Books and other items	Sliding scale linked to Book Price	Sliding scale linked to Book Price	0%
Hire of Talking Books	1.40	1.40	0%
Charge for late return of Talking Books	0.20	0.20	0%
Public Access to Computers	First hour free 1 per hour for additional hours	No Charge	0%
Materials Fee	3.50	3.50	0%
Family History Research	28.00	28.00	0%
Hire of Rooms	15/ 20	15/ 20	0%
Transporter Bridge			
Day Ticket - Adult	3.00	3.00	0%
Day Ticket - Child	2.00	2.00	0%
Gondola - Adult (one way)	1.00	1.00	0%
Gondola - Adult (return)	1.50	1.50	0%
Gondola - Child (one way)	0.50	0.50	0%
Gondola - Child (return)	1.00	1.00	0%
Adult & Community Learning			
Discretionary Course Offer			
Standard Room (table, chairs, white/ interactive board/ PC for tutor use)	12 per hour	12 per hour	0%
ICT Room (inc PCs for learners, kitchen/ equipment hire)	15 per hour	15 per hour	0%
Deposit	10%	10%	10%
Photocopying	2p per copy	2p per copy	0%

SERVICE AREA: Streetscene & City Services

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Cemeteries			
EXCLUSIVE RIGHT OF BURIAL AND ISSUE OF DEED AND MARKER			
£300 is included with full grave space and £155 for a cremated remains space.			
Standard Grave space not exceeding 2.15m x 0.76m (30") including Headstone Permit	952	990	4%
Grave space exceeding 0.76m (30") width but less than 0.92m (36") including Headstone	952	990	4%
Grave space exceeding 0.92m (36") width (double plot required) including Headstone	1,550	1,612.00	4%
Purchase of two Grave Spaces to accommodate Fibreglass Burial Cube, including Headstone	1,576	1,639	4%
Cremated remains in Garden of Rest – grave space not exceeding 0.23m x 0.92m	454	473	4%
Stillborn or child not exceeding one month	284	295	4%
INTERMENTS – INCLUDING USE OF GRASS MATS AS NECESSARY			
Stillborn child or child not exceeding one month	No Charge	No Charge	0%
Child one month to sixteen years	No Charge	No Charge	0%
Persons exceeding sixteen years	1,035	1,076	4%
Interment of second person in grave space on same day	164	171	4%
Cremated remains in Full Grave Space	229	238	4%
Cremated remains in Garden of Rest	229	238	4%
Interment of second person cremated remains in same space on same day	54	56	4%
Scattering of Ashes	125	130	4%
Scattering of Ashes of second person at same time	54	56	4%
HEADSTONES AND TABLETS – INCLUDING ALL INSCRIPTIONS			
ALL PERMIT COSTS NOW INCLUDED WITH EXCLUSIVE RIGHT			
Columbaria Sanctum 2000 Units – above ground	1,472	1,530	4%
Second and Subsequent Interment Sanctum 2000 Units	78	81	4%

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
OTHER SERVICES AND ITEMS			
Administrative research of Burial records	10.40 per 30 min period	10.80 per 30 min period	4%
Provision of Fibreglass Burial Cube	730	759	4%
Provision of BROXAP Bench (£390) and Concrete Plinth (£260) (when available)	749	779	4%
TRANSPORT HIGHWAYS AND GREEN SERVICES			
COMMUNITY TRANSPORT FEES (have been transferred to Monmouthshire County Council)			
RASWA			
Skip licence	38	39.50	4%
Unauthorised Skips	146	152	4%
Private works: New apparatus Sec 50	368	382	4%
Sec 50 – Single Dwelling new apparatus	368	382	4%
Sec 50 – Licence for repair or replace	368	382	4%
Sec 50 inspection – repair or replace	238	247	4%
Sec 50 inspection of excavations >200m long	368 per 200m	382 per 200m	4%
S171 Highway Excavation	195	202	4%
Tower Crane Oversailing the Highway Licence: 10 Working days' notice required.	130	135	4%
Road Space Booking	130	135	4%
Vehicle Crossing Inspections	90	93	4%
Pavement Cafe - Charge for table plus 4 chairs	123	128	4%
Application to erect sign	197	205	4%
Traffic Sign – Application to extend for excess 12months	34	35	4%
PARKING			
Residents parking permits	17	17.00	0%
Visitor parking permits (Book of 10)	7	7.00	0%
Bus service departure Fees (Market Square)	2.22	2.30	4%
Bus service departure Fees (Market Square - local pick up)	0.78	0.81	4%
Car Park Charges (exc Maindee)			

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Up to 3 hours	2.00	2.00	0%
Up to 5 hours	4.00	4.00	0%
Over 5 hours	5.50	5.50	0%
Maindee Car Park			
Up to 2 hours	0.50	0.50	0%
Up to 5 hours	2.00	2.00	0%
Over 5 hours	2.50	2.50	0%
Allotment Rents	£23 per annum +£3.30 per perch	£24 per annum +£3.40 per perch	4.00
WASTE COLLECTION			
Trade waste collection:-			
Trade sacks	2.03	2.11	4%
240 Litre bin	5.36	5.57	4%
360 Litre bin	7.15	7.44	4%
660 Litre bin	13.10	13.62	4%
660 Litre bin hire	0	0	0%
1100 Litre bin	21.84	22.71	4%
1100 Litre bin hire	0	0	0%
Bulky/Special: Collection	6	6	0.00
Cesspit emptying;			
1,000 gallons	155	161	4%
2,000 gallons	195	203	4%
WASTE DISPOSAL CHARGES			
Active Waste			
Disposal Charge	46.47	48.33	4%
Inactive Waste			

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Disposal Charge	46.47	48.33	4%
PARKS AND OPEN SPACES			
* No vat			
Belle Vue Park (Hire now run externally from 15/16)			
Wedding Photography - Annual Permit	70	73.25	4%
Bandstand Per Events*	41	42.25	3%
Belle Vue Park - Residential Lodge Rent	394	410	4%
Caerleon Pavilion			
Caerleon Pavilion*	12	12	0%
Sport & Leisure Pitch Hire			
<u>Football</u>			
Pitch Only (Adult) (per match/pitch) summer and winter	28	29	4%
Pitch & 1 x Changing (Adult) (per all sports summer and winter	36	37	4%
Changing Room (per team)	9	9.40	4%
Seasonal Football Charge Exclusive Use – Football Pitch Only	838	872	4%
Seasonal Football charge Exclusive Use - Football Pitch & changing	955	994	4%
Seasonal Football Charge Priority - Pitch Only	441	458	4%
Seasonal Football Charge Priority - Pitch & changing	539	561	4%
Seasonal Football Charge Standard - Pitch Only	319	332	4%
Seasonal Football Charge Standard - Pitch & Changing	431	448	4%
Seasonal Football Charge General Use - Sunday sides - Pitch only	291	302	4%
Seasonal Football Charge General Use - Sunday sides - Pitch & Changing	366	381	4%
<u>Rugby</u>			
Rugby - Exclusive Use Pitch & Changing	955	994	4%
Rugby - Exclusive Pitch Only	838	872	4%
Rugby - Standard Pitch	319	332	4%
Rugby - Standard Pitch & Changing	431	448	4%
Events			

SERVICE DESCRIPTION	CURRENT CHARGE £	PROPOSED CHARGE £	% INCREASE
Charity Events (discretionary)	113	200	77%
Commercial Events per day (discretionary)	225	500	122%

SERVICE AREA: Social Services

SERVICE DESCRIPTION	CURRENT CHARGE	PROPOSED CHARGE	% INCREASE
<u>Part III Residential Homes (£/week)</u>			
Blaen-y-Pant - Non EMI	524.27	550.00	4.91%
Blaen-y-Pant - EMI	524.27	605.00	15.40%
Parklands - Non EMI	524.27	550.00	4.91%
Spring Gardens - EMI	524.27	605.00	15.40%
<u>Day Services (£/Day) Inter Authority Charges</u>			
Day Services/Opportunities - LD	46.81	75.00	60.21%
Day Services/Opportunities - MH/OP	46.81	56.00	19.62%
Spring Gardens Resource Centre	48.85	56.00	14.64%
Supported Housing for LD clients (£/week)	838.47	855.24	2.00%
Domiciliary Services (£/hour)	12.18	14.00	14.94%
Day Services/Opportunities - LD	46.81	75.00	60.22%
Day Services/Opportunities - MH/OP	46.81	56.00	19.62%
Spring Gardens Resource Centre	48.85	56.00	14.64%
<u>Meal Income (per meal)</u>			
All Establishments (Service Users, Visitors & Staff)	2.91	3.00	3.09%
Residential - Provided by External Providers Non-Residential - Provided by External Providers Direct Payments Telecare Respite	Where services are provided by external providers the charges made are based on actual costs paid to providers (after income assessment has been made)		

Report

Cabinet

Part 1

Date: 25th November 2016

Item No:

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

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

Author Chief Executive

Ward All

Summary

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

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

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable immediate

This report was prepared after consultation with:

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

Signed

Background

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

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

Corporate Assessment Review

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

The overall conclusions from the Corporate Assessment Review were:

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

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

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

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

The 4 recommendations are summarised below.

Recommendations	Number of actions	
Recommendation 1	The Council should ensure that Members are routinely and transparently considering robust information at the earliest opportunity to enable them to inform, take, and challenge choices and decisions effectively, and ensure that decisions are recorded and reported transparently.	3
Recommendation 2	The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include: <ul style="list-style-type: none"> • strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up; • reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all Members understand and apply their respective roles in relation to each other without compromising independence; • empowering Members to be more proactive and accountable for their roles and responsibilities; • strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet Members, officers, partners and others to account more robustly to drive an increased pace of progress 	14

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

Accountability and Monitoring Arrangements

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

Financial Summary

- There are no direct financial implications associated with this report

Risks

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

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

Links to Council Policies and Priorities

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

Options Available

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

Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

Comments of Monitoring Officer

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

Comments of Head of People and Business Change

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

Comments of Cabinet Member

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

Equalities Impact Assessment and the Equalities Act 2010

Not relevant to this report

Children and Families (Wales) Measure

Not relevant to this report

Wellbeing of Future Generations (Wales) Act 2015

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

The Act places a duty on the public sector to:

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

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

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

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

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

Crime and Disorder Act 1998

Not relevant to this report

Consultation

Not relevant to this report.

Background Papers

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

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

Dated: December 2016

Corporate Assessment Action Plan 2016/17 – Progress Update

Appendix One

Recommendation 1

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

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

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

Recommendation 2

Recommendation 2	<p>The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include:</p> <ul style="list-style-type: none"> • strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up; • reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all Members understand and apply their respective roles in relation to each other without compromising independence; • empowering Members to be more proactive and accountable for their roles and responsibilities; • strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet Members, officers, partners and others to account more robustly to drive an increased pace of progress and improvement; and • strengthening and mandating member and officer development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively.
WAO's Intended outcome/benefit	<ul style="list-style-type: none"> • The areas of focus of each of the committees is clear, linked to corporate priorities, regularly updated and considered in an open forum. • The Council's constitution accurately reflects existing arrangements and clearly sets out roles and responsibilities. • Members are able to fulfil their roles effectively and are held to account for these roles. • Scrutiny is used effectively to inform policy development and hold Cabinet Members and officers to account for performance. • Members and officers are equipped and supported to undertake their roles.
Responsible Officer	Head of Law & Regulation

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

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

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

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

Recommendation 4

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

Action Update

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

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

Recommendation 5

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

Action Update

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

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

Proposal for Improvement 1

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

Action Update

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

Proposal for Improvement 2

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

Action update

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

Proposal for Improvement 3

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

Action update

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

Proposals for Improvement from Previous Reviews

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Report

Cabinet

Part 1

Date: 1st December 2016

Item No:

Subject **Wales Audit Office Second Certificate of Compliance**

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

Author Rhys Cornwall, Head of People and Business Change
Mike Dickie, Business Service Development Manager
Rachel Kalahar, Senior Performance Management Officer

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 Annual Review 2015-16. This is the second of two certificates that the authority has achieved in 2016-17. The first certificate was considered at Cabinet in June and was issued following an audit of the Improvement Plan 2016-18.

Proposal Cabinet is requested to

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

Action by Cabinet

Timetable Immediate

- This report was prepared after consultation with:
 - Chief Executive
 - Strategic Directors
 - Heads of Service

Signed

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 Annual Review 2015-16

This is the second of two certificates that the authority has achieved in 2016-17, the first certificate was considered at Cabinet in June and was issued following an audit of the Improvement Plan 2016-18.

Through this second Certificate the Auditor General for Wales certifies that:

“...As a result of my audit, I believe that the Council has discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.”

The WAO have also included a letter to highlight an area where they believe there is scope for improvement, the WAO would encourage the council to include more detail regarding national comparative data in its assessment of performance.

New performance management software has been implemented in 2016/17, national comparative data has been imported into the system and has been included in Improvement Plan reporting.

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 and considered

- A) To note the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the Improvement Plan Annual Review 2014-15
- 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 and Review

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.

Comments of Head of People and Business Change

There are no direct staffing implications arising from this report. The certificate verifies that the Council has met its obligation of demonstrating continuous improvement under the Local Government Measure 2009, this is an on-going aim for the council and this also contributes to the Sustainable Development Principle of the Wellbeing of Future Generations (Wales) Act 2015.

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

Scrutiny Committees

Scrutiny committees receive performance management cabinet reports for information.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and

foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, consultation on planning applications and appeals is open to all of our citizens regardless of their age. Depending on the scale of the proposed development, applications are publicised via letters to neighbouring occupiers, site notices, press notices and/or social media. People replying to consultations are not required to provide their age or any other personal data, and therefore this data is not held or recorded in any way, and responses are not separated out by age.

Wellbeing of Future Generations (Wales) Act 2015

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

The Act places a duty on the public sector to:

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

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

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

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

Key documents and processes have been revised so that they incorporate sustainable development and wellbeing principles. Over the last three years extensive public engagement has been undertaken in

relation to setting service delivery priorities and identifying which services matter most to people, and contribute to their wellbeing. This will continue to inform future planning.

Crime and Disorder Act 1998

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Consultation

None

Background Papers

Cabinet Report: Wales Audit Office Certificate of Compliance (11/07/16)

Dated: December 2016

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Report

Cabinet

Part 1

Date: 1st December 2016

Item No:

**Subject Improvement Plan 16-18 Update for Quarter 2
(July- September 2016)**

Purpose To Update the Cabinet on the Council's progress regarding management and monitoring of the Improvement Objectives set out in the Improvement Plan 2016-18

Author Rhys Cornwall, Head of People and Business Change
Mike Dickie, Business Service Development Manager
Rachel Kalahar, Senior Performance Management Officer

Ward All

Summary In April 2016 full Council approved the eight Improvement Objectives in the Improvement Plan for 2016-18. This report summarises progress towards delivering the actions set out in the plan and the performance measures that support those actions in 16/17.

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

Proposal **Cabinet is asked to:**

- Note the progress made during the second quarter of 16/17 regarding key actions and measures
- To agree that corrective action be taken to address areas of underperformance

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

-

Please list here those officers and members you have consulted on this report.

Signed

Background

The eight Improvement Objectives 2016-18 are linked according to theme below:

A Caring City

1. Improving independent living for older people

Working with Aneurin Bevan University Health Board and partner agencies Neighbourhood Care Networks (NCN's) have been developed comprising all Primary Care, health and social care community providers operating across the West, East and North of the city with boundaries which broadly coincide with the Team around the Cluster boundaries, and they have a adopted range of priorities to improve the health and wellbeing of the population, many of which are contributors to the Health and Wellbeing theme work to deliver the Newport Single Integrated Plan.

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

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

A Fairer City

3. Ensuring people have access to suitable accommodation

The objective is to ensure that people have access to suitable accommodation. For most people, their homes are the foundation for everyday life and are critical to their quality of life. Most households are able to find homes through owner-occupation, the social rented sector or, increasingly, the private rental market but we need to make sure that the supply of housing is aligned to local housing needs and that there is help available for individual households who cannot find homes or whose housing is unsuitable, in poor condition or at risk

A Learning & Working City

4. City Regeneration and Development

The objective goes hand-in-hand with the delivery of the Council's ten-year Economic Growth Strategy 'People, Places, Prosperity', which will continue to drive Newport forward as 'an area of visible change, with high aspirations, high achievement and shared prosperity'

5. Supporting young people into education, employment or training

Evidence from work undertaken by Professor David Egan (on behalf of the Joseph Rowntree Foundation) suggests that efforts to prevent young people from becoming NEET have a more profound long term impact than work undertaken to support young people who are NEET back into provision. The Improvement Objective of Supporting Young people to remain within education, employment or training focuses on early identification, information sharing and additional, specific provision to meet the needs of young people.

6. Ensuring the best educational outcomes for children

To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes. This includes vulnerable learners that may be at risk of not reaching their expected level of attainment.

A Greener and Healthier City

7. Increasing recycling

To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented.

The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

A Safer City

8. Improving outcomes for youth justice

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.

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 Star 	Excellent	All actions and measures are on track
Green 	Good	Actions and measures are on mostly on track, one or two falling marginally short of planned targets
Amber 	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

Report produced in...	September		December		March	June
To show status for....	Q1 Apr-Jun		Q2 Jul-Sept		Q3 Oct-Dec	Q4 Jan-Mar
1. Improving Independent Living for Older People	Green - Good		Green - Good			
2. Ensuring people have the right social services to meet their needs	Amber - Acceptable		Green - Good			
3. Ensuring people have access to suitable accommodation	Green - Good		Green - Good			
4. City Regeneration and Development	Amber - Acceptable		Green - Good			
5. Supporting young people into education, employment or training	Green - Good		Green - Good			
6. Ensuring the best educational outcomes for children	Green Star - Excellent		Green - Good			
7. Increasing recycling	Amber - Acceptable		Green - Good			
8. Improving outcomes for youth justice	Good - Green		Green - Good			
OVERALL	Green - Good		Green - Good			

Good progress is being made against all the objectives and the overall assessment of progress is classed as 'Green – Good'

Financial Summary

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.

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.

Options Available and considered

1. To accept the quarterly progress update of the Improvement Plan or
2. Not to accept the quarterly progress update of the Improvement Plan

Preferred Option and Why

Option 1) is the preferred option in that it takes account of our current position and provides a plan for continued improvement within the framework of the Council's Corporate Plan.

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.

Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. The Improvement Plan 2016-18 plays a part in the Council's contribution to the Wellbeing of Future Generations (Wales) Act 2015, the Sustainable Development Principle has been considered during the development of the plan and its objectives. The Improvement Plan 2016-18, 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.

Local issues

Not Applicable

Scrutiny Committees

Street Scene, Regeneration and Safety Scrutiny Committee, Draft Improvement Plan 2016-18
Community Planning and Development Scrutiny, Draft Improvement Plan 2016-18
Learning, Caring and Leisure Scrutiny Committee, Draft Improvement Plan 2016-18

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, consultation on planning applications and appeals is open to all of our citizens regardless of their age. Depending on the scale of the proposed development, applications are publicised via letters to neighbouring occupiers, site notices, press notices and/or social media. People replying to consultations are not required to provide their age or any other personal data, and therefore this data is not held or recorded in any way, and responses are not separated out by age.

Wellbeing of Future Generations (Wales) Act 2015

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

The Act places a duty on the public sector to:

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

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

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

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

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

Crime and Disorder Act 1998

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Consultation

The objectives in the improvement plan were chosen based on the results of consultation with the public, members and staff.

Background Papers

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

Cabinet Report: Improvement Plan Priorities 2016-18

Street Scene, Regeneration and Safety Scrutiny Committee, Draft Improvement Plan 2016-18

Community Planning and Development Scrutiny, Draft Improvement Plan 2016-18

Learning, Caring and Leisure Scrutiny Committee, Draft Improvement Plan 2016-18

Performance Board, Draft Improvement Plan 2016-18

Cabinet Report: Improvement Plan 2016-18

Cabinet Report: Improvement Plan Quarter 1 Update (17/09/16)

Dated:

Appendix 1.
Summary of Performance Q2 July - September 2016

1. Improving independent living for older people

Overall Assessment this quarter: Green – Good.

There are 5 measures that make up this overall objective - 2 of which are annual so data will not be available until March 2017.

The measure of number of people fully reabled is currently showing Amber - We have offered 229 new packages in the first 6 months - out of those 217 have been fully reabled. This is operating slightly under target but the number represents an improvement in performance.

The remaining 2 monthly measures are green

OT assessments & reviews

Number of new Telecare packages

Therefore 2 out of 3 measures green hence 66% performance at the end of quarter 2.

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

Overall Assessment this quarter: Green – Good.

This objective consists of 5 measures 2 green, 1 amber and 2 annual reports

There is no data available for the annual measure until March 2017

Delayed Transfer of Care is Green - after a difficult first 2 months the Teams have turned this around and we have achieved 0 delays for the past 3 months. Currently operating at 15 total delays over 6 months with a target of 24 (less than target is good)

Number of integrated assessments completed per month is green. This is a new measure and we are currently delivering well over the target of 40 per month. Many of these assessments were completed as a result of the implementation of the Social Services & Well Being Act so this number is likely to drop over the next 6 months but still expected to achieve target.

The measure showing amber is support for the rate of older people over 65 supported in care homes per 1000 population. The target is 15 per 1000 population and we are currently operating at 15.15.

For the first 5 months we were green so this represents a minor blip with 4 new people entering a care home in September.

Overall performance within this measure - 2 annual - 2 green - 1 amber represents 66% achieved performance.

3. Ensuring people have access to suitable accommodation

Overall Assessment this quarter: Green - Good.

Overall, of the 5 measures associated with this objective, 4 are on target.

4. City Regeneration and Development

Overall Assessment this quarter: Amber - Acceptable.

The performance indicators for the Vibrant and Viable Places programme have been amended to an annual rather than quarterly performance cycle of reporting.

Whilst the programme covers three years, each project falls into a discrete delivery year and therefore project delivery will generally commence in Q1 and complete in Q4, with outputs only collated at the point of practical completion at the end of the year.

All VVP projects are underway and on target to complete before the end of March 2017, except for the significant project at 123-129 Commercial Street. However, this scheme need only demonstrate contracts in place, planning permission and acquisition of the properties in order for the funding to be defrayed in full in advance of the construction works proper.

The programme and its outputs are therefore on schedule to deliver against the annual targets listed for the programme.

5. Supporting young people into education, employment or training

Overall Assessment this quarter: Green – Good.

Only slight deviations from targets, the red measure is due to an definition error which has been resolved and will be green when next reported in Q3. Good progress is being made overall with a reduction in the number of young people who are NEET.

6. Ensuring the best educational outcomes for children

Overall Assessment this quarter: Green - Good.

All actions on track, attendance data due in Q3. Verified attainment data for Key Stage 4 due in Q3.

7. Increasing recycling

Overall Assessment this quarter: Green – Good

The overall judgement for this objective is Green-Good; diversion of waste from Landfill is progressing better than expected and recycling performance for Q2 is very high, so even if results for Q3 and Q4 in terms of performance will be much lower (mostly due to very low amounts of green waste being collected over the winter), overall result for the year is expected to be good.

All the planned activities as progressing according to plan, with the only amber area being the HWRC performance; this is due to the increased amount of residual waste being collected.

Restriction measures put in place for Q3 are hoped to show a decrease in the amount of residual waste in the future, but this remains a challenging area due to there being only 1 HWRC with very high usage which makes monitoring more difficult

8. Preventing Offending and Re-offending of young people





Overall Assessment this quarter: Green - Good.

All areas with the exception of 2 (Substance Misuse and Education) are well on target. For the other 2, there are action plans in place to support performance.

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 Star		Excellent	All actions and measures are on track
Green		Good	Actions and measures are on mostly on track, one or two falling marginally short of planned targets
Amber		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

IP1 Improving independent living for older people

Lead Cabinet Member	▪ Cabinet Member for Adult Social Services and Housing
Lead Officer	▪ Head of Adult and Community Services

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	<p>There are 5 measures that make up this overall objective - 2 of which are annual so data will not be available until March 2017.</p> <p>The measure of number of people fully reabled is currently showing Amber - We have offered 229 new packages in the first 6 months - out of those 217 have been fully reabled. This is operating slightly under target but the number represents an improvement in performance.</p> <p>The remaining 2 monthly measures are green OT assessments & reviews Number of new Telecare packages</p> <p>Therefore 2 out of 3 measures green hence 66% performance at the end of quarter 2.</p>

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Measures

- Key for Measures*
- ★ Green - on target
 - Amber - slightly short of target
 - ▲ Red - off target

	to Sep 2016				Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	
ACS/20b reablement no package of care and support (IP1d) (M)	?		40.0%		Unable to report these new measures until next year due to the time period of the data required.
ACS/23b adults who have received advice and assistance repeat contact (IP1e) (Q)	?		38.0%		
CCAS/L/020 Number of people fully reabled (IP, SP) (M)	●	219.0	225.0		Sep 2016 Whilst performance slightly below target, overall performance is better than last year.
CCAS/L/026 OT Assessments & Reviews (IP) % (M)	★	91.6%	85.0%		
SSL/015 telecare package # (IP1a) (M)	★	1,014	850		

Actions

Key for Actions

- ★ Green - on track
- Amber - Deviation from Plan
- ▲ Red - Action is of concern

	Sep 2016		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 1.1 To deliver an integrated assessment process for older people	★	Targeted Training is scheduled for December/January commissioned by the Social Services Improvement Agency and co-ordinated by Newport's Training Unit - this represents the first phase.	To roll out training for all staff and undertake in house specific briefing and training sessions for staff around the completion of new Act compliant documentation.
<input checked="" type="checkbox"/> IP 1.2 To roll out the integrated pathway for older people	★	Data sharing systems are now in place Over 900 People now in receipt of a Stay Well Plan and links made to the Frailty service - all of those reabled are given a Stay Well Plan Recruitment of a 3rd Care Facilitator is underway	To continue to roll out the service to GP surgeries in Newport To monitor development and identify further improvements
<input checked="" type="checkbox"/> IP 1.3 Restructure the operational adult social services teams on the NCN footprints.	★	Further to assessment of workload and capacity - additional resource has been identified. 2 Social Work Assistants and 2.5 Agency staff.	To continue to manage and monitor demand/workflow -

IP2 Ensuring people have the right social services to meet their needs

Lead Cabinet Member	<ul style="list-style-type: none"> ■ Cabinet Member for Adult Social Services and Housing
Lead Officer	<ul style="list-style-type: none"> ■ Head of Adult and Community Services

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	<p>This objective consists of 5 measures 2 green, 1 amber and 2 annual reports</p> <p>There is no data available for the annual measure until March 2017</p> <p>Delayed Transfer of Care is Green - after a difficult first 2 months the Teams have turned this around and we have achieved 0 delays for the past 3 months. Currently operating at 15 total delays over 6 months with a target of 24 (less than target is good)</p> <p>Number of integrated assessments completed per month is green. This is a new measure and we are currently delivering well over the target of 40 per month. Many of these assessments were completed as a result of the implementation of the Social Services & Well Being Act so this number is likely to drop over the next 6 months but still expected to achieve target.</p> <p>The measure showing amber is support for the rate of older people over 65 supported in care homes per 1000 population. The target is 15 per 1000 population and we are currently operating at 15.15. For the first 5 months we were green so this represents a minor blip with 4 new people entering a care home in September.</p> <p>Overall performance within this measure - 2 annual - 2 green - 1 amber represents 66% achieved performance.</p>

Measures

Key for Measures
 ☆ Green - on target
 ● Amber - slightly short of target
 ▲ Red - off target



	Sep 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
CCAS/L/027 Number of integrated assessments completed per month (IP2a) (M)	☆	743	240		!	
SCA/001 (N) LA Residents Experiencing DTOC # (M)	☆	15.0	24.0		!	
SCA/002b) Suppt for Older People in Care Homes (NSI, SP) # (M)	●	15.15	15.00	18.02	☆	Welsh Government have now removed this measure and so will be removed service plan.
SCA/018a) Carers offered assmt or review (PAM, SP) % (M)	?		85.0%	91.4%	?	These measures have been discontinued by Welsh Government and will be replaced in the improvement plan during the mid-year review process – details to be provided
SCA/019 Adult Protection risk managed (NSI, PAM, SP) (Q)	?		99.00%	97.00%	?	

Actions

- Key for Actions**
 ★ Green - on track
 ● Amber - Deviation from Plan
 ▲ Red - Action is of concern

	Sep 2016		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 2.1 Establish the pathway for adult social services across health and social care	★	adult pathway agreed in line with workflow and capacity	to establish policies and procedures to further embed pathway processes
<input checked="" type="checkbox"/> IP 2.2 Restructure the operational adult social services teams.	★	New staff resource identified in order to manage demand and workload - 2 x Social Work Assistants & 2.5 Agency staff	To continue to monitor demand and capacity & embed & develop new operational/workflow procedures
<input checked="" type="checkbox"/> IP 2.3 Develop and implement the integrated assessment tools	★	Care & Support Plan tested and finalised Review document tested and finalised	In house training being offered to staff to support full implementation of all Act compliant documentation. In addition, training commissioned by the SSIA is being rolled out to staff to embed the required cultural change that will support the new service principles
<input checked="" type="checkbox"/> IP 2.4 Review and re-commission services as necessary	★	Preventative Services Consortium lead by Reach (Newport Support Partnership) is now in place offering advocacy, carers respite, community support and information and advice. Gwent wide re-commissioning of mental health services (joint exercise between NCC and Health) has been completed and contract awarded to a consortium led by Growing Space.	Newport Support Partnership. First contract review scheduled for November - performance and financial monitoring for the first quarter will be analysed and a communication strategy to ensure appropriate publicity and awareness raising of service availability Contract lead in period for mental health consortium - service commences 1st December. Activity around establishing the service and recruiting staff is underway. Remaining 3 Domiciliary Care contracts will be re-tendered during the last quarter for services delivered from April 1st 2017. Provider engagement planned to support the process

<p>✓ IP 2.5 Review and develop our systems and processes</p>	<p>★</p>	<p>New work flows developed across adult services to support the changes to structure and culture to address Act compliance</p> <p>All assessment/care & support plan/review documentation is now finalised</p> <p>New reporting mechanisms are being developed in line with the requirements of the Welsh Government. Two quarters of data have been submitted and local and regional solutions being sought to ensure compliance with the Act.</p> <p>Ongoing training and support being developed and offered to staff to support full implementation of the above</p>	<p>Full roll out of training in preparation for full Act compliance in April 2017</p> <p>Recruitment of WCCIS Lead to support the implementation of the new system in September 2017</p> <p>Development of management information systems to monitor performance and compliance with new legislative requirements</p> <p>Continued engagement with National Business Intelligence Workstream to share good practice and develop consistency of approach</p>
<p>✓ IP 2.6 Undertake a Questionnaire of people who have a care and support plan</p>	<p>★</p>	<p>Questionnaires sent out to all children, parents and adults with a care and support plan in line with Welsh Government guidance</p>	<p>Upon receipt of questionnaires, responses will be logged onto system to enable results analysis.</p>

IP3 Ensuring people have access to suitable accommodation

Lead Cabinet Member	■ Cabinet Member for Regeneration and Investment
Lead Officer	■ Head of Regeneration, Investment and Housing

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	Overall, of the 5 measures associated with this objective, 4 are on target.

Measures

- Key for Measures**
- ★ Green - on target
 - Amber - slightly short of target
 - ▲ Red - off target

	Sep 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
PLA/006 (N) Planning affordable housing units #	~	~	~	~	~	~
PSR/002 Adapt'ns DFG days delivery avg. (HY) (NSI, PAM, IP, SP)	★	184	238	241	★	
PSR/006 Ave days non-DFG adapt'ns (HY) (IA Theme 1)	★	18	19		!	
RIH/L/043 No. people approaching authority for housing advice and assistance (Q) (IP3b)	★	1,178	1,300		!	
RIH/L/044 The percentage of households for whom homelessness was prevented (Q) (IP3e)	★	50%	50%		!	

Actions

- Key for Actions*
- ★ Green - on track
 - Amber - Deviation from Plan
 - ▲ Red - Action is of concern

	Sep 2016		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use	●	All affordable housing on site is progressing, however pipeline schemes are more limited. The council's performance on bringing empty homes back into use is likely to be affected by pressures on the housing service.	Outcome of staffing mini-review is awaited. Affordable housing delivery is predominantly via RSL's but there is a need to identify why supply through the planning system has become limited.
<input checked="" type="checkbox"/> IP 3.2 To minimise the waiting times for major and minor adaptations	★	The average delivery time for DFG's has continued to improve	Work continues within the service area this year to bring the average delivery time within the Wales average.
<input checked="" type="checkbox"/> IP 3.3 To prevent people becoming homeless whenever we can	★	The management and prevention of homeless remains on target overall	A staffing restructure will be implemented from November

IP4 City Regeneration and Development

Lead Cabinet Member	<ul style="list-style-type: none"> ▪ Cabinet Member for Community Services, Skills and Work ▪ Cabinet Member for Regeneration and Investment
Lead Officer	<ul style="list-style-type: none"> ▪ Head of Regeneration, Investment and Housing

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	<p>The performance indicators for the Vibrant and Viable Places programme have been amended to an annual rather than quarterly performance cycle of reporting.</p> <p>Whilst the programme covers three years, each project falls into a discrete delivery year and therefore project delivery will generally commence in Q1 and complete in Q4, with outputs only collated at the point of practical completion at the end of the year.</p> <p>All VVP projects are underway and on target to complete before the end of March 2017, except for the significant project at 123-129 Commercial Street. However, this scheme need only demonstrate contracts in place, planning permission and acquisition of the properties in order for the funding to be defrayed in full in advance of the construction works proper.</p> <p>The programme and its outputs are therefore on schedule to deliver against the annual targets listed for the programme.</p>

Measures

- Key for Measures**
 ★ Green - on target
 ● Amber - slightly short of target
 ▲ Red - off target

	Sep 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
RIH/L/040 VVP- programme delivery (Q) (IP4a)	★	431,704	350,000		!	This indicator has been switched to annual reporting cycles due to the nature of capital regeneration projects, which are attached to yearly budgets for delivery within the financial year. At present, of the core grant awarded to NCC through the VVP framework a total of £406,000 has been defrayed against projects underway in the city centre.
RIH/L/041 VVP- commercial floor space improved (Q) (IP4b)	●	45	50		!	As this indicator has been switched to an annual reporting cycle to more properly reflect the timescales attached to physical regeneration works, a forecast is provided for detail. By the end of FY 2016/17 the Regeneration Team is forecasting an additional 3,000 square metres of city centre commercial space will have been improved,
RIH/L/042 Jobs created/enabled (VVP + Business Support) (Q) (IP4c)	★	205	100		!	The indicator for jobs created or enabled has not shown any improvement this quarter as data is collected at the point of completion only. For example, jobs created by regeneration projects are reported at the practical completion of building works. Third-party validation of outputs included jobs created through regeneration activity is underway, and with a number of physical regeneration projects scheduled for completion in March 2017 at the close of the 3-year Vibrant and Viable Places programme, this figure will increase as we approach the end of the financial year. Jobs safeguarded through business support activity is a reactive rather than cyclical indicator and there will necessarily be peaks and troughs between periods where new businesses start up or invest in the city with assistance from our business support team.
RRS/L/036 VVP - increase in city centre housing (A) (IP, SP)	~	~	~	~	~	~

Actions

Key for Actions

- ★ Green - on track
- Amber - Deviation from Plan
- ▲ Red - Action is of concern

	Sep 2016		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 4.1 Deliver VVP Programme</p>	★	<p>The delivery of the programme is measured by the defrayment of grant sums awarded to partners and contractors.</p> <p>The majority of the 2016/17 budget is committed towards a significant project at 123-129 Commercial Street (£3.1m). This money can be defrayed to the developer in advance of construction in accordance with agreed VVP financial procedures for grants to Registered Social Landlords; however, planning consent must be in place to allow this payment. Planning will be considered by committee in January 2017.</p>	<p>The CPO application to secure the final required property to complete land assembly for this scheme is still live; however, agreement on a sale price has been reached and contracts awarded. The remainder of projects are on site excepting the scheme to reinstate public realm at the lower end of Commercial Street which will go out to tender in early December for a January start. All other projects are on site and scheduled to complete in advance of the close of programme in March 2017.</p>
<p>✓ IP 4.2 Provision of coherent business support</p>	★	<p>The business support team continue to work with prospective investors and entrepreneurs wishing to create jobs in the city. The development of a Taste of Enterprise Scheme and a proposed Newport Business Awards. A £60,000 grant scheme is also now available for those wishing to start a new business in the city centre.</p>	<p>Taste of Enterprise 'Pop Up Business School' event planned for February 2017.</p>
<p>✓ IP 4.3 Commercial floor space developed</p>	★	<p>The VVP scheme continues to deliver improved floor space and progress will accelerate as the year draws to a close.</p>	<p>Completion of the project at 28 Cardiff Road anticipated in Q3 2016/17 will add over 100 square metres of improved space towards this target. Major schemes such as Yates are due to complete by the end of the FY which will add over 3,000 additional improved business space to that currently on offer in the city centre.</p>

IP5 Supporting young people into education, employment or training

Lead Cabinet Member

■ Cabinet Member for Community Services, Skills and Work

Lead Officer

■ Head of Regeneration, Investment and Housing

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	Only slight deviations from targets, the red measure is due to a definition error which has been resolved and will be green when next reported in Q3. Good progress is being made overall with a reduction in the number of young people who are NEET.

Measures

Key for Measures
 ★ Green - on target
 ● Amber - slightly short of target
 ▲ Red - off target

	Sep 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
**SIP Young people NEET Year 11 (%) (A)	~	~	~	~	~	~
**SIP Young people NEET Year 13 (%) (A)	~	~	~	~	~	~
NEET\01 Number of young people accessing children and YP skills project (Q)	▲	227	500		!	During the transfer of information into the new system an error occurred in the definition description. therefore performance was incorrectly reported against quarter 1. This error has been identified and corrected and performance will be updated in quarter 3 to reflect actual year to date performance. Therefore we are expecting to exceed the target for quarter 3 and 4.
NEET\03 Number of enrolments on basic skills courses (A)	~	~	~	~	~	~
NEET\05 Retention rate for enrolments on basic skills course (A)	~	~	~	~	~	~
NEET\06 Achievement rate for enrolments on basic skills course (A)	~	~	~	~	~	~
NEET\07 Retention rate for community learning courses (A)	~	~	~	~	~	~
NEET\08a Achievement rate for community learning courses (A)	~	~	~	~	~	~
NEET\09 % 16-18 yr olds not in education, employ or training (A)	~	~	~	~	~	~
RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (Q) (IP5c)	●	73	76		!	
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q)	★	105	88		!	

RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) (IP5d)	★	105	88		!	
RIH/L/047 Number of young people within Tier 2 progressing to Tier 3 and above (A) (IP5e)	~	~	~	~	~	~
RIH/L/048 % young people recorded as unknown following compulsory education (A) (IP5j)	~	~	~	~	~	~
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) (IP5n)	★	89	53		!	
RIH/L/050 number of 18-24 yr olds progressing from WLBA to further opportunity (Q) (IP5o)	●	66	75		!	

Actions

- Key for Actions**
 ★ Green - on track
 ● Amber - Deviation from Plan
 ▲ Red - Action is of concern

		Sep 2016	
Performance	IP Progress Update	IP Activity Planned	
<input checked="" type="checkbox"/> IP 5.01 YEPF Co-ordinator providing support	<p>★</p> <p>The YEPF Coordinator continued to chair allocation meetings with Secondary schools and the Pupil Referral Unit using the EI toolkit for Key Stage 3 and 4 pupils.</p> <p>Year 11 leaver's allocation meetings took place with Communities First and the Youth Service for 'red' young people referred from Careers. These took place initially on a fortnightly basis and then moved to weekly meeting. These were also chaired by the YEPF Coordinator. Work has begun with the Inclusion team of Education in particular Education Psychologist's on how EI toolkit can be used in their practice.</p>	<p>Allocation meetings to continue using the EI for Key Stage 3 and 4. All these will be completed by the end of November.</p> <p>Additional groups to be worked with through the EI with the Pupil Referral Unit and the Youth Offending Service.</p> <p>Year 11 leaver's allocation meetings to continue with Communities First and the Youth Service for 'red' young people referred from Careers. These will continue until October. Work with Careers, YOS, the PRU, Social Services and all schools regarding the above young people. Continued work is planned with Education in particular Inclusion to use the EI toolkit as a guide for a Risk Assessment Profile.</p>	

<p>✓ IP 5.02 Deliver the Families First Children and Young People's Skills Project</p>	<p>★</p> <p>During Q2 268 young people have been supported through both 1:1 support and group work. 108 of those supported were referred for attendance, of those referred 68% showed an improvement in their attendance.</p> <p>Supported identified young people through one-to-one and group work; Supported Year 11's to maintain their attendance, engagement and achievement within mainstream and alternative education.</p> <p>Run groups to enable young people to access support for Level 2 achievement leading up to exam periods.</p> <p>Contributed to the TAF Families First collaborative partnership, ensuring a seamless referral mechanism to existing specialist agencies and services across the City</p>	<p>Workers will continue to support, young people who have been identified at risk of disengaging, through both 1:1 support and group work. The team will also aim to engage with a further cohort and support them to achieve;</p> <p>Improvement in school attendance</p> <p>An increase in the numbers of young people remaining within education</p> <p>Improved emotional/mental wellbeing. To offer a more co-ordinated approach when supporting young people</p> <p>Enable young people to become more active citizens within their local communities.</p>
<p>✓ IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects</p>	<p>★</p> <p>Allocation meetings have taken place across the High School:</p> <ul style="list-style-type: none"> • 80 young people identified as eligible for the project. • 60 have actually completed referral and eligibility forms. <p>The Identified young people that are willing to engage with the project have been enrolled with either the Youth Service or Careers Wales and will receive either 1:1 or group support.</p> <p>Staff have undertaken Star Assessment Training which is the distance travelled tool that will be used across the project.</p>	<p>9 allocation meetings will take place across the 8 High Schools and Bridge Achievement Centre</p> <p>Young People will continue to be enrolled onto the project, staff will continue 1:1 and group work with young people who have been enrolled on the project.</p>
<p>✓ IP 5.04 Communities First NEET engagement project</p>	<p>★</p> <p>4 x 13 week programmes began delivery in July across the 4 clusters, targeting 48 NEET young people. Working with Careers Wales and training providers.</p> <p>The programmes have supported 44 young people into activity also engaging with the at risk young people identified through the year 11 destinations work. No targets set for quarter 1</p> <p>The Communities First (CF) delivery team developed their schemes of work with Work Based Learning providers training in preparation for delivery in quarter 2.</p>	<p>Qtr 3 will see the young people progressing from programmes into positive pathways; we will update success in qtr 3 performance.</p> <p>Quarter 3 will also see the start of a further 4 projects engaging with approximately 45 young people.</p> <p>SLA will be drafted between our delivery programme and partners such as Learning providers.</p>

<p>✓ IP 5.05 Deliver Communities 4 Work programme</p>	<p>★ All staff vacancies have been filled.</p> <p>A number of promotional events has been completed to promote the programme.</p> <p>Promoting the CFW project in the Newport City Council's Community Newsletter 'Newport Matters'</p> <p>The team have also been utilised in the engagement of disengaged young people through the destination survey and have made contacts with a number of young people.</p> <p>Processes have been implemented such as;</p> <ul style="list-style-type: none"> • 4 weekly session with work coaches in JCP Newport to identify new customers • Half day a week Newport central Library • Half day in Information station 	<p>The team will concentrate efforts in q3 on engaging new customers after the promotional events in q2, Working with existing and new customers to support them into employment.</p>
<p>✓ IP 5.06 Direct work with Careers Wales</p>	<p>★ Direct work is carried out with Careers Wales to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16 - 17 year old people learning opportunities to enable them to re - engage into education and training opportunities.</p> <p>YEPF Officer in place for data analysis. Data analysis is carried out and reported on for all young people in the 5 tier model.</p>	<p>This work will continue and the funding is in place for the YEPF Officer.</p>
<p>✓ IP 5.07 Working with providers of education</p>	<p>★ This is maintained through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>Learning Providers set up Summer programmes aimed at school leavers to ensure their successful transition.</p> <p>Work is also monitored through the Deputy Curriculum group.</p> <p>Through Regeneration, Investment and Housing a specific 'Newport Works' programme has been implemented for young people who are only seeking employment.</p>	<p>This will be continued through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>Through Regeneration, Investment and Housing the Newport Works programme will continue.</p> <p>Work will begin with Coleg Gwent to trial new starting dates for young people.</p>

<p>✓ IP 5.08 Develop and deliver specific employability programmes</p>	<p>★ Quarter 1 has seen the WBLA concentrate on the development of Apprenticeship opportunities. During this quarter we have created 18 opportunities for young people, and are working with external partners through the Community Benefit tool kit to create further opportunities in qtr 2.</p> <p>The Community Benefit tool kit has also created opportunities for work placements and entry level employment.</p>	<p>Continue to utilise the CB toolkit to target the creation of apprenticeships and work placement opportunities.</p> <p>The WBLA will also deliver the 2nd annual jobs fair for Friars walk and Newport Centre with over 30 employers recruiting for the Christmas period. The team will be linking with various projects to make them aware of the opportunities available for their customers.</p>
<p>✓ IP 5.09 Map provision for young people</p>	<p>★ The Youth Support sufficiency specification has been drafted and shared with members of the Youth Support Services Board. Barnardo's are the preferred provider to carry out this piece of work and a smaller working group has been agreed.</p>	<p>The working group will meet with Barnardo's. Services can then be realigned to 'fit' the gaps and resource can be shared.</p>
<p>✓ IP 5.10 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent</p>	<p>★ Monthly meetings are carried out with the following groups:</p> <p>16-18 practitioner group Learning Provider Network Tier 1 allocation meeting Curriculum Deputies</p> <p>Additional meetings have been carried out with all secondary Schools, Careers Wales and Coleg Gwent regarding the young people not in education, employment and training.</p> <p>The Pre 16 NEET group meets once a term with Senior Management in attendance from all Schools These meetings ensure that young people at risk of becoming NEET in providers are identified early and support can be put in place.</p> <p>Analysis of tier 1 and tier 2 young people resulted in joint home visits between the Youth Service and Training Providers.</p>	<p>Continuation of these meetings.</p>
<p>✓ IP 5.11 Ensure there is a focus on the statutory responsibilities</p>	<p>★ The Youth Support sufficiency specification has been drafted and shared with members of the Youth Support Services Board. This will ensure this is a priority for the board.</p> <p>The YEPF Coordinator and Accountable Officer for the YEPF continue to report to the Youth Support Services Board and Cabinet Member for Skills and Work.</p>	<p>This will be monitored through the Youth Support Services Board and any issues will be fed up to the Family Support Services Board.</p> <p>Close work will continue with the Cabinet Member for Skills and Work.</p>

IP6 Ensuring the best educational outcomes for children

Lead Cabinet Member	■ Cabinet Member for Education and Young People
Lead Officer	■ Chief Education Officer

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	All actions on track, attendance data due in Q3. Verified attainment data for Key Stage 4 due in Q3.

Measures

- Key for Measures**
 ★ Green - on target
 ● Amber - slightly short of target
 ▲ Red - off target

	Mar 2017				Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	
EDU/004 Pupils KS3 CSI % (A)	★	83.4%	82.1%	84.1%	put comments here to discuss the data
EDU/010b) (N) Pupils fixed excl'ns secondary days #	n/a				
EDU/016a) Attendance Primary Year-end % (A)	●	94.5%	94.6%	95.0%	
EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3)	★	93.3%	93.2%	93.9%	
EDU/017 Pupils achieving level 2 threshold inc English & Maths % (A)	▲			58.3%	
EDU/L/061 Percentage of FSM pupils achieving Level 2 Inclusive (A) (IP6e)	▲				
EDU/L/062 Pupils achieving Level 2 Maths (A) (IP6g)	▲				
EDU/L/063 Pupils achieving Level 2 English (A) (IP6h)	▲				

Actions

- Key for Actions**
 ★ Green - on track
 ● Amber - Deviation from Plan
 ▲ Red - Action is of concern

	Sep 2016		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Ind</p>	<p>★</p>	<p>The percentage of pupils gaining the Key Stage 3 Core Subject Indicator was reported as 84.3%. This is a 1.8% improvement from 2014/15, however this measure remains under the all Wales average of 85.9%</p> <p>Key Stage 4 data will be verified in December 2016.</p> <p>Key Stage 3 data is currently being reviewed by Welsh Government, the Local Authority and EAS in order to form judgements Steps 1, 2 and 3 of National Categorisation.</p>	<p>All Newport Schools will be visited to consider national categorisation and potential support plans.</p> <p>Each Newport schools will submit new academic targets based on predicted individual pupils attainment. The EAS and LA will consider and agree targets by December 31st.</p> <p>All schools will complete School Development Plans with priorities linked to improving English, Maths and Reducing the impact of Poverty and Deprivation.</p>
<p>✓ IP 6.2 Improve Primary & Secondary Attendance</p>	<p>★</p>	<p>The attendance action plan for the previous academic year (2015/16) has been reviewed.</p> <p>Newport LA officers have visited Bridgend Local Authority to explore alternative models of attendance promotion. A number of initiatives have been adopted.</p> <p>A new attendance action plan for the academic year 2016/17 has been constructed.</p> <p>Equality objectives have been set by schools in order to reduce incidents of bullying related to Protected Characteristics.</p> <p>Suggested attendance targets have been circulated to all schools.</p> <p>A media strategy to promote school attendance has been developed.</p>	<p>Implement a media strategy to promote school attendance</p> <p>Consult upon and finalise "Protocol for Schools with Lower than Expected Rates of Attendance"</p> <p>Implement Callio model of attendance intervention in pilot schools</p> <p>Roll out SIMS Discovery software to all Quartile 3 and Quartile 4 schools</p> <p>Host termly attendance forum including presentations by John Frost School and St Andrew's Primary School</p>

<p>✓ IP 6.3 Reduce pupil exclusions</p>	<p>★</p>	<p>Further refinements have been made to the exclusion data collection to include vulnerable groups.</p> <p>The Exclusion Action Plan has been updated and shared at Every Child Group.</p> <p>A target of 10% reduction in the number of days and number of incidents has been shared with Headteachers and Challenge Advisors.</p> <p>Primary exclusion monitoring has taken place through Link Inclusion meetings in all schools.</p> <p>Managed Moves at Primary level have been trialled by three schools and all Primary Heads keen to explore further.</p> <p>A discussion paper focussed on the establishment of an 'Exclusion Hub' is with Secondary Heads and Heads of Inclusion for consideration.</p>	<p>Continue to further refine the data and establish a 'named contact' in Primary Schools to ensure that the monthly exclusion audit runs more smoothly.</p> <p>Continue to monitor and update the Action Plan at Every Child Group and Focus Group, adding and adjusting actions as necessary.</p> <p>Termly monitoring meetings to continue at Secondary, data to be shared with Managed Move Panel and Learning Support Centre staff on a monthly basis.</p> <p>Individual Primary Schools to receive additional monitoring visits by Curriculum Improvement Advisor for Behaviour and Assistant Head of Education for Inclusion and any training needs identified.</p> <p>Assistant Head of Education for Inclusion to attend Primary Heads meeting in November to further explore the Managed Move process and school to school exclusions.</p>
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IP7 Increasing recycling

Lead Cabinet Member	Deputy Leader and Cabinet Member for Environment Sustainability and Transport
Lead Officer	Head of Streetscene and City Services

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	The overall judgement for this objective is Green-Good; diversion of waste from Landfill is progressing better than expected and recycling performance for Q2 is very high, so even if results for Q3 and Q4 in terms of performance will be much lower (mostly due to very low amounts of green waste being collected over the winter), overall result for the year is expected to be good. All the planned activities as progressing according to plan, with the only amber area being the HWRC performance; this is due to the increased amount of residual waste being collected. Restriction measures put in place for Q3 are hoped to show a decrease in the amount of residual waste in the future, but this remains a challenging area due to there being only 1 HWRC with very high usage which makes monitoring more difficult

Measures

Key for Measures
 ★ Green - on target
 ● Amber - slightly short of target
 ▲ Red - off target

	Sep 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
STR/L/018 % of municipal waste recycled at the HWRC (Q)	●	59.94%	65.00%		!	Performance results for Q2 are worse than Q1, however the amount of recyclable material collected at the HWRC is on the rise when comparing data over the last year; the issue is the huge increase in the amount of residual waste collected at the HWRC, which drags performance down. This is possibly due to abuse from residents from neighbouring authorities (as stricter control checks and opening hours restrictions have been imposed in some areas) and also from businesses. To tackle this, a lower amount of black bags is allowed on site from Sept 16, also post code checks have been reintroduced; however the lack of resources in terms of warden/enforcement officers that can monitor the HWRC and the high usage the site presents makes controlling/restricting the amount of residual waste being disposed of quite challenging. A new proposal to introduce permits for certain type of vehicles linked to commercial usage has also been included in the 17/18 MTFP to help control this problem.
STR/L/021 trial exercise to reduce residual waste (Q) (IP7e)	★	0	0		!	
WMT/004b Percentage of municipal wastes sent to landfill (Q)	★	7.10%	18.00%	18.14%	★	
WMT/010 WMT/009b municipal waste resused, recycled and composted (Q)	★	64.19%	58.00%	60.19%	★	

Actions

- Key for Actions**
 ★ Green - on track
 ● Amber - Deviation from Plan
 ▲ Red - Action is of concern

		Sep 2016		
		Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 7.1 To improve the recycling services</p>	★	<p>1. Improved recycling collections Roll out of weekly cardboard collections has continued during Q2, there has been a slight delay from the initial plan but by mid-October about 90% of the kerbsides collections are under the new scheme; the remaining areas will be rolled out as soon as possible during the remainder of the year. As a result we hope to see an increase in the amount of cardboard being collected; results will be monitored during Q3 and Q4.</p> <p>2. Trial in Bettws flats to reduce residual waste The frequency in the collection of residual waste has changed to fortnightly during Q2 and situation has been consolidating over this period, the monitoring phase will start in Q3.</p> <p>3. Doorknocking campaign Our doorknocking team have been visiting houses to deliver the new red bags and inform residents of the changes in the recycling collections as part of the cardboard rollout from June 2016 and during all of Q2, and it will resume in Q3; however, they have been visiting all residents in Newport to inform about the changes so even if participation can't be monitored at this stage we hope to see higher levels of cardboard being recycled as a result.</p> <p>4. HWRC improvements During Q2 we have been analysing the different options available to implement some changes to boost recycling. New signage has been installed and a new sign showing our recycling rate will also be installed soon. A new tender to procure a new cardboard compactor has been also prepared and will be issued shortly. Some measures to reduce the amount of residual</p>	<p>1. Improved recycling collections By mid-October most of the areas with a kerbside collection have been rolled out to the new scheme; for the remainder of Q3 objective will be to roll out as many as possible of the remaining areas (a total of 8 of the new Wastesavers rounds only representing less than 10% of the total) that have been left for a bit longer until a new vehicle can be delivered.. During Q3 we will also start monitoring the amount of materials collected to determine if there is an increase compared to last year's figures.</p> <p>2. Trial in Bettws flats to reduce residual waste The changes were implemented during Q1 and Q2; during Q3 we will enter the monitoring phase to start getting weight data and analysing the results. Wastesavers will also be purchasing a new vehicle and additional containers for the recycling collections in flats, which will allow for increased recycling capacity.</p> <p>3. Doorknocking campaign Now that the cardboard roll out is almost finished the standard doorknocking campaign will be resumed, and areas with previous lower participation rates will be first monitored to state what the current participation is, then visited and post monitored to measure the impact on the campaign on the resident's recycling behaviour.</p> <p>4. HWRC improvements During Q3 tender process to procure the new cardboard compactor will be finalised; plan is also to purchase a new webcam that can be installed at the HWRC so residents can access online to check live usage of the site so during Q3 changes to our website to allow for this new service will have to be considered. Finally plans for other changes such as repainting the</p>	

		waste collected at the HWRC have also been planned, such as reinstating post code checks to prevent misuse from residents from neighbouring authorities and business or limiting the amount of black bags down to 4.	road markings or extending the reuse shop will be finalised so they can be implemented during Q4.
<input checked="" type="checkbox"/> IP 7.2 To divert all household and trade refuse waste collected by the council	★	During Q2 we continued to send residual waste to the EfW facility, and not only equalled but exceeded the amount sent during Q1 by about 800 tonnes, which made the landfill reduction target improve from the reported performance for Q1.	During Q3 we will keep with the activity same as in previous quarters with the aim to divert as much waste as possible from landfill. Target for the year is to diver about 26,500 and seeing progress to date we are just on target.

IP8 Improving outcomes for youth justice

Lead Cabinet Member	■ Cabinet Member for Education and Young People
Lead Officer	■ Head of Children and Family Services

Overall Judgement

Sep 2016		
Actual	Performance	Comments
Green - Good	★	All areas with the exception of 2 (Substance Misuse and Education) are well on target. For the other 2, there are action plans in place to support performance.

Measures

- Key for Measures**
- ★ Green - on target
 - Amber - slightly short of target
 - ▲ Red - off target

	Sep 2016			Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	
YJ/L11 Percentage of young people referred for community resolution (M) (IP8a)	★	47.3%	30.0%	
YJ/L12 Percentage of young people referred to Newport Bureau for Out of Court Disposals (M) (IP8b)	★	23.7%	10.0%	
YJ/L16 Young people with substance misuse needs access services (M) (IP8f)	●	71.4%	80.0%	
YJ/L18 % Young People Out of Court Disposals Re-offend within 12 mnths	★	25%	30%	
YJ/L19 % Young people statutory orders who re-offend within 12 mnths	★	40.9%	45.0%	
YJ/L13 Number of first time entrants into youth justice system (M) (IP8c)	★	19	25	
YJ/L14 Proportion of young people sentenced to custody (M) (IP8d)	★	4	8	

Actions

Key for Actions
 ★ Green - on track
 ● Amber - Deviation from Plan
 ▲ Red - Action is of concern

		Sep 2016		
		Performance	IP Progress Update	IP Activity Planned
✓	IP 8.1 Reduction in first time entrants	★	First time entrants increased during the last quarter but remain well within the annual target (19 year to date). Nationally Newport is doing better than Gwent and Wales as regards % reductions.	Continue to monitor that all eligible young people are diverted from the system
✓	IP 8.2 Reduction in the use of youth custody	●	3 young people went into custody within Q2, this increased from last quarter, but remains on target for a reduction over the year from last year and to meet target set (4 young people have received a custodial sentence so far this year) Index offences were serious and viable alternatives were offered.	Continue to ensure high quality reports are prepared for court; for those young people facing custody that viable and realistic alternatives are offered and where young people do go to custody, dip sample audits of a selection of those cases take place to ensure quality of practice.
✓	IP 8.3 Access to Education, Training and Employment	★	ETE hours improved for school age (17.5 - 23.75hours) (better than improvement target set of 17.5 hours) Of the school aged young people all were offered the statutory 25 hours a week.	Robust improvement plan in place and being monitored by the Local Management Board of YOS
✓	IP 8.4 Access to timely mental health assessment and treatment	★	All young people needing assessment and treatment received this within prescribed timescales	Continue current practice
✓	IP 8.5 access to timely assessment and treatment in relation to substance misuse.	▲	Despite all young people being offered appointments for assessment within timescales, some failed to attend hence 50% (2 of 4) did not hit the time target. All those requiring treatment received it within the prescribed 10 days	Training planned for the team to enable them to do more of the tier 1 interventions.
✓	IP 8.6 Access to appropriate/suitable accommodation	★	19 of 23 young people were in suitable accommodation at the end of their order (over 82%) for target met, but performance declined from previous quarter. Of those not in suitable accommodation, 3 were in B&B having exhausted all other options and 1 young person was homeless having been evicted from B&B due to his behaviour. All agencies worked together to support these young people, but options ran out	Develop a protocol between Housing, SSD and YOS in respect of securing housing for those coming out of custody at earliest opportunity. Continue as part of membership of Young Person's Accommodation Group (YPAG) to raise challenges and with partners develop an action plan to improve the offer to young people where possible

Report

Cabinet

Part 1

Date: 17th December 2016

Item No: Insert item number here

Subject **Mid-year Performance Analysis 2016/17**

Purpose To inform the Cabinet of the current performance of the organisation so that underperformance can be addressed before the year end.

Author Rhys Cornwall – Head of Service
Mike Dickie – Business Service Development Manager
Rachel Kalahar – Senior Performance Management Officer
Catherine Davies – Performance Management Officer

Ward All

Summary This report offers the Cabinet an update on the council's performance for September 2016 data (half-yearly update). It incorporates the current position of service plan measures which include the national measures and improvement plan measures. A breakdown of national and improvement plan measures is also included.

The Council continues to meet its obligation to demonstrate continuous improvement in performance. This is against a back drop of cuts to council budgets, more challenging targets and a set of measures which has changed.

- Overall performance indicates that 63% of Service Plan measures are meeting or exceeding their targets.
- 53% of the national measures, at the end of September 2016, are meeting or exceeding the Wales Average for 2015/16.
- 71% of the national measures are performing better than the lower quartile level for 2015/16.
- 71% of the national measures have improved performance when compared to 15/16 year end.
- 71% of the Improvement Plan measures are meeting or exceeding target

Proposal **The Cabinet are requested to**

1. Note the contents of the report
2. Receive a further update on the year-end position once the data is available
3. Take urgent action in conjunction with Heads of Service and Directors to address red measures

Action by Strategic Directors, Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Signed

Background

This analysis report provides the mid-year performance position for 2016/17. These reports were previously sent to Performance Board, but are now received by Cabinet as outlined in the Performance Reporting Framework agreed at the Cabinet meeting on 12th September 2016.

2016/17 has seen many legislative changes come into force, which have resulted in changes to data reported by the council. Changes include the revocation of the National Strategic Indicator (NSI) data set by the Welsh Government as well as the enactment of the Social Services and Wellbeing (Wales) Act 2014. This has meant that the set of measures that the council reports to the Data Unit Wales has changed, especially in Social Services.

This report includes monthly, quarterly and half yearly data as at 30th September 2016. Annual data will be reported at the end of the financial year when it becomes available.

Targets for all measures were set during the service planning process and the following 3 principles were applied;

Targets must:

1. be set at least at the Welsh average
2. improve on previous year performance
3. be set above quartile 4 levels

This has led to more challenging targets which aim to improve the overall performance for the council in 2016/17.

- There are 125 measures included in the 2016/17 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures. Annual measures where data is not yet available have not been included in this analysis, this leaves 80 measures where mid-year data is available.
- Overall performance indicates that 63% of Service Plan measures, where data is available, are meeting or exceeding their targets. The Council continues to meet its obligation to demonstrate continuous improvement in performance. This is against a back drop of cuts to council budgets, more challenging targets and a set of measures which has changed.
- There are 7 red Service Plan measures (15% or more variance from target) however, 6 of these have shown improvement when compared to the previous period.

The All Wales data (national measures) is graded into 4 quartiles based on performance for each of the 22 Welsh local authorities; these are: lower, lower middle, upper middle and upper. The actual position for 2016/17 will not be determined until All Wales data is released for 2016/17 next year. There are 28 national measures for 2016/17, in 2015/16 there were 43 measures.

- Performance of national measures (where data is available) indicates that:
 - 53% of the national measures, at the end of September 2016, are meeting or exceeding the Wales Average for 2015/16.
 - 71% are performing better than the lower quartile level for 2015/16. In 2015/16 Newport had the 2nd highest number of measures in the lower quartile and the lowest number in the upper quartile.
 - 71% of these measures have shown improved performance when compared to 15/16 year end. There is comparable data from 2015/16 for 18 national measures at the mid-year point.

- In the 'Year End Analysis Report' for 2015/16, 9 national measures were identified for improvement because performance for these measures in 2015/16 was in the lower quartile when compared to the other Welsh authorities and had been in the lower quartiles over the last 2 years. Of the 5 measures where data is available, 4 are meeting or exceeding target (green) and 1 is slightly below target (amber).
- 71% of the Improvement Plan measures are meeting or exceeding target, this is slightly lower than quarter 1, where 79% of measures were meeting or exceeding target. There are 3 red measures (11%), but performance for each of these has improved since quarter 1.

Financial Summary

There are no financial implications to this report. Any improvements in performance levels will be made through existing council budgets.

Risks

There are no risks to this report; each measure is monitored through service planning. Each service plan identifies any risk associated with each service area.

Links to Council Policies and Priorities

This report is linked to Service Plans and the Improvement Plan 2016-18, it supports the administrations priorities.

Options Available and considered

- a) to note the contents of this report, to monitor performance measures with declining performance in conjunction with Heads of Service and to receive an analysis report of year end data.
- b) to choose not to note the contents of this report or monitor performance measures with declining performance in conjunction with Heads of Service and not to receive an analysis report of year end data.

Preferred Option and Why

The preferred option is a) The Cabinet plays a key role in driving forward performance improvements and continued monitoring will ensure that this remains the case.

Comments of Chief Financial Officer

There are no direct financial implications stemming from this report. The financial implication of individual projects 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

There are no specific legal issues arising from this report. 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.

Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. Our key aim is to improve performance across the council with particular focus on the national measures. Overall performance has declined this year; however this is against the backdrop of more challenging targets.

This report enables Cabinet Members to monitor the current position of the council's performance, this helps to drive improvement over the short and long-term and prevent poor performance. The performance measures reflect a snapshot across all service areas of the council and some measures reflect the collaborative work undertaken with partners.

Performance measures are also reported through the service plans and the improvement plan, which take into account the sustainable development from the Act and the five ways of working; long-term, prevention, integration, collaboration and involvement.

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

No specific local issues.

Scrutiny Committees

This report will be submitted to Scrutiny for information as per the Performance Reporting Framework, which was agreed by Cabinet in the Cabinet meeting on 12th September 2016.

Equalities Impact Assessment and the Equalities Act 2010

Not applicable to this report.

Children and Families (Wales) Measure

Not applicable to this report.

Wellbeing of Future Generations (Wales) Act 2015

This report enables Cabinet Members to monitor the current position of the council's performance, this helps to drive improvement over the short and long-term and prevent poor performance. The performance measures reflect a snapshot across all service areas of the council and some measures reflect the collaborative work undertaken with partners.

Performance measures are also reported through the service plans and the improvement plan, which take into account the sustainable development from the Act and the five ways of working; long-term, prevention, integration, collaboration and involvement.

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

The Act places a duty on the public sector to:

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

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

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

- Procurement
- Assets

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

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

Background Papers

Cabinet Report: Year End Performance Analysis 2015-16

Cabinet Report: Improvement Plan Performance Update Quarter 1

Newport City Council Improvement Plan 2016-18

Adults Service Plan 16/17

Children & Young People Service Plan 16/17

Education Service Plan 16/17

Regeneration & Investment and Housing Service Plan 16/17

People & Business Change Service Plan 16/17

Streetscene & City Services Service Plan 16/17

Law and Regulation Service Plan 16/17

The above background papers are available to the public.

Dated: December 2016

Mid-Year Performance Analysis 2016

Service Plan measures against target

There are 125 measures included in the 2016/17 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures. Data is collected either on a monthly, quarterly, half yearly or annual basis depending on what is appropriate for each individual measure. Annual measures where data is not yet available have not been included in this analysis, this leaves 80 measures where mid-year data is available. Targets for all measures were set during the service planning process and the following 3 principles were applied;

Targets must:

4. be set at least at the Welsh average
5. improve on previous year performance
6. be set above quartile 4 levels

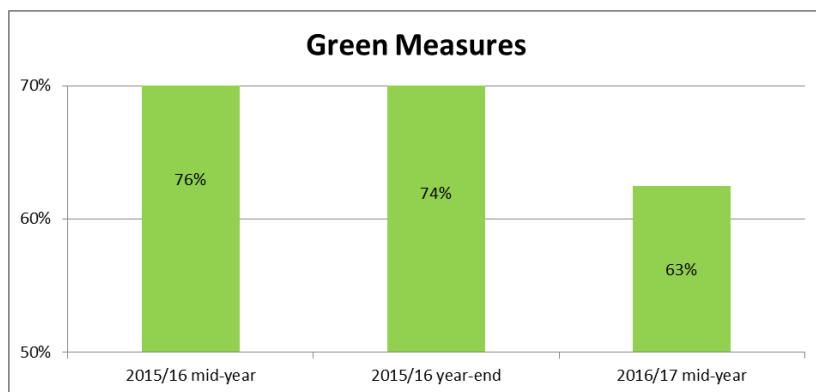
This has led to more challenging targets which aim to improve the overall performance for the council in 2016/17.

Table 1

Performance against target									
	2009/10 year-end	2010/11 year-end	2011/12 year-end	2012/13 year-end	2013/14 year-end	2014/15 year-end	2015/16 mid-year	2015/16 year-end	2016/17 mid-year
Green Measures	66%	61%	50%	64%	64%	77%	76%	74%	63%
Amber Measures	22%	25%	35%	25%	24%	16%	15%	19%	27%
Red Measures	12%	14%	15%	11%	12%	7%	9%	4%	10%

Table 1 to the right, shows how service plan measures have performed against targets since 2009/10 and includes mid-year performance for years 2015/16 and 2016/17 for comparison. Data correct as at 11th November 2016.

Chart 1



The mid-year analysis of 2016/17 is based on performance data to the end of September 2016. Chart 1 to the left, demonstrates that September 2016 performance against target has decreased, when compared to 2015/16 year end outturns.

The Council continues to meet its obligation to demonstrate continuous improvement in performance. This is against a back drop of cuts to council budgets, more challenging targets and a much changed set of measures, at the mid-year point Heads of Service can reflect on actions that may help to improve performance in the second half of the year.

See Appendix 1 for a list of red measures against target.

Service plan measures against previous year performance

Each year, the set of measures monitored is subject to change, some may be discontinued and new more relevant measures may be introduced. This means previous year data is not available for all current measures, 42 of the 124 measures analysed in this report have previous year data available. This is mainly due to changes made to the National Measure data set which is included in Service plans and means that comparison is only possible for a small proportion of measures.

Table 2 below shows the percentage of measures where performance has improved since the previous year since 2009/10. In addition, mid-year performance is included for the years 2015/16 and 2016/17 for comparison.

See appendix 2 for a list of red measures against previous year's performance.

Chart 2

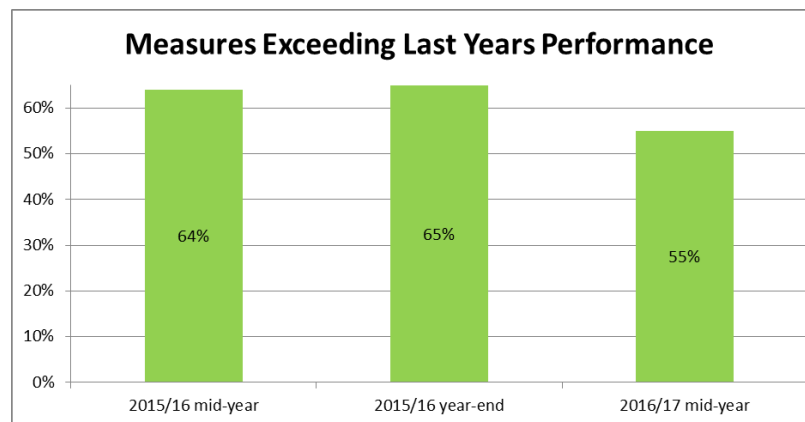


Table 2

	Performance against previous year								
	2009/10 year-end	2010/11 year-end	2011/12 year-end	2012/13 year-end	2013/14 year-end	2014/15 year-end	2015/16 mid-year	2015/16 year-end	2016/17 mid-year
Green Measures	72%	55%	54%	55%	56%	62%	64%	65%	55%
Amber Measures	20%	34%	32%	33%	31%	22%	18%	22%	29%
Red Measures	8%	11%	14%	12%	13%	15%	18%	15%	17%

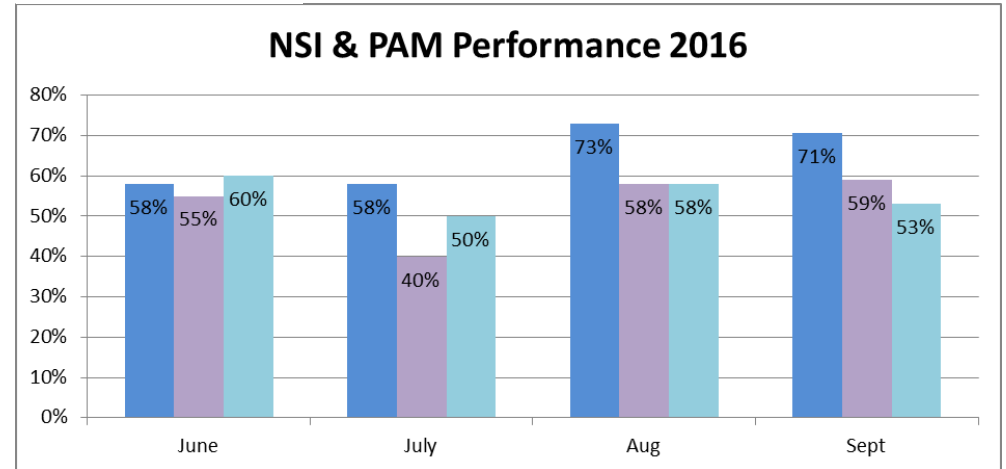
Mid-year Performance of National Strategic Measures (NSI's) and Public Accountability Measures (PAM's)

NSI's have been repealed by Welsh Government; however the Welsh Local Government Association (WLGA) still requires collection of some of these measures as part of the Public Accountability Measures (PAM), these are referred to as national measures in this report. There are 28 national measures for 2016/17, in 2015/16 there were 43 measures. There is comparable data from 2015/16 for 18 national measures at the mid-year point.

PAM's are reported nationally to the Wales Data Unit on an annual basis for comparison to other Welsh Authorities and to form the Wales average data.

Chart 3 to the right and table 3 below, show performance of the national measures in 2016/17 to the mid-year point, overall performance for national measures for September 2016 shows that; 71% of measures are improving on last year's performance, 59% of measures are meeting or exceeding targets and 53% of measures are better than Wales average data for 2015/16.

Chart 3



Page 204
Table 3

Period	June	July	Aug	Sept
Measures improving on previous year	58%	58%	73%	71%
Measures meeting target	55%	40%	58%	59%
Better than Wales Average	60%	50%	58%	53%

The following 7 national measures are falling short of target in September 2016; details of all national measures are shown in Appendix 3.

Red Measures

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Wales Average (YTD)	Wales Av Target	Actual 1 yr ago	Perf. 1 yr ago
PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	🚩	11.08%	▲	1.83%	▲
CYP/33 SCC/004 Stability of Placements Looked After Children % (M) (NSI,PAM,SP,IP)	11.1	9.0	▲	🚩	9.8	●	10.5	▲

Amber Measures

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Wales Average (YTD)	Wales Av Target	Actual 1 yr ago	Perf. 1 yr ago
THS/007 Concessionary travel passes - Over 60s takeup % (HY)	90.4%	91.0%	●	🔴	85.6%	★	90.1%	★
PPN/009 Food establishments broadly compliant (Q)	95.05%	96.00%	●	🔴	94.22%	★	93.33%	!
STS/005b) Monthly Cleanliness Insp'ns of highways & relevant land % (M)	93.8%	97.0%	●	🟢	96.5%	★	97.5%	-
CYP/32 SCC/002 Changes of School Looked After Children % (M) (NSI,SP)	12.14	12.00	●	🔴	11.90	●	10.00	●
LCL/001b Use of Public Library Services (Q)	1,603.04	1,763.00	●	🟢	2,689.00	▲	1,731.96	●

Key for measure RAG status

- ★ Green - on target
- Amber - slightly short of target (15% tolerance)
- ▲ Red - off target (over 15% away)
- ? Pink - Data missing/ not available
- 🟢 DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- 🔴 Red arrows show declined performance when compared to the previous period
- ! Yellow - no target set

Update on measures selected for monitoring at 2015/16 year end

In the 'Year End Analysis Report' for 2015/16, 9 national measures were identified for improvement because performance for these measures in 2015/16 was in the lower quartile when compared to the other Welsh authorities and had been in the lower quartiles over the last 2 years.

A number of these measures are annual and data is not available yet, these measures are listed below;

- EDU/002i: The percentage of all pupils (including those in LA care) in any LA maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification
- EDU/006ii: The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3
- EDU/015a: The percentage of final statements of special education need issued within 26 weeks including exceptions
- EDU/015b: The percentage of final statements of special education need issued within 26 weeks excluding exceptions

Below is a table that shows the current position for this group of measures, where data is available;

Measure	Actual (YTD)	Target (YTD)	• Target	DoT	Wales Average (YTD)	Perf. Wales Av	Previous Year	Perf. Previous Year
Regeneration, Investment & Housing : LCL/001b Use of Public Library Services (Q)	1,603.04	1,763.00	●	➡	2,689.00	▲	1,731.96	●
Streetscene & City Services : WMT/010 WMT/009b municipal waste reused, recycled and composted (Q)	64.19%	58.00%	★	➡	60.19%	★	57.71%	★
Education : EDU/004 Pupils KS3 CSI % (A)	83.4%	78.2%	★	➡	84.1%	●	81.6%	★
Education : EDU/016a) Attendance Primary Year-end % (A)	94.5%	93.6%	★	➡	95.0%	●	94.5%	●
Education : EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3)	93.3%	92.1%	★	➡	93.9%	●	93.1%	★

Key for measure RAG status

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- ➡ DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- ➠ Red arrows show declined performance when compared to the previous period
- ! Yellow - no target set

Improvement Plan 2016/17 Measures

Chart 4 and table 4 show the progress of the measures that have been included in the Improvement Plan 2016/17. There are 57 measures in the Improvement Plan for 16/17. Data for 29 of the measures is not due until later in the year. Performance for the remaining 28 measures is shown in the chart to the right and the table below.

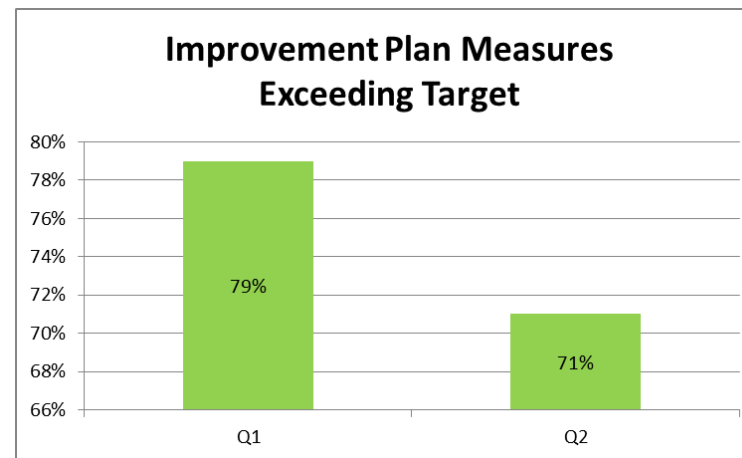
Table 4

Report produced in...	September	November
To show data for...	Q1	Q2
% green against target	79%	71%

Improvement Plan 2016/17 monitoring quarter 2

Improvement Plan measure performance is 71% green against target; this is a decline from 79% green against target in Q1. There are 3 red measures for Q2, decreasing from 4 red measures in Q1, the red measures are as follows;

Chart 4



Theme 4 – City Regeneration and Development

Measure	Actual (YTD)	Target (YTD)	▲ Target	DoT
IP4 City Regeneration and Development : RIH/L/041 VVP- commercial floor space improved (Q) (IP4b)	45	500	▲	🟢
IP4 City Regeneration and Development : RIH/L/040 VVP- programme delivery (Q) (IP4a)	706,704	2,182,4...	▲	🟢

Theme 5 – Supporting young people into education, employment or training

Measure	Actual (YTD)	Target (YTD)	▲ Target	DoT
IP5 Supporting young people into education, employment or training : NEET\01 Number of young people accessing children and YP skills project (Q)	227	500	▲	🟢

Appendix 1

The table shows 7 Service Plan measures that are red when compared to their targets for quarter 2. Despite falling short of target, 6 of the 7 measures have shown improved performance from the previous period.

Measure	Actual (YTD)	Target (YTD)	▲ Target	DoT
Regeneration, Investment & Housing : RIH/L/041 VVP-commercial floor space improved (Q) (IP4b)	45	500	▲	➡
Regeneration, Investment & Housing : RIH/L/040 VVP-programme delivery (Q) (IP4a)	706,704	2,182,439	▲	➡
Regeneration, Investment & Housing : PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	➡
Regeneration, Investment & Housing : NEET\01 Number of young people accessing children and YP skills project (Q)	227	500	▲	➡
Children & Young People Services : CYP/27 The percentage of re-registrations of children on local authority Child Protection Registers	5.0%	3.5%	▲	➡
Children & Young People Services : CYP/26 The percentage of looked after children returned home from care	17.7%	30.0%	▲	➡
Children & Young People Services : CYP/34a care leavers who are in education, training or employment at 12 months	41.7%	60.0%	▲	➡

Key for measure RAG status

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- ➡ DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- ➡ Red arrows show declined performance when compared to the previous period
- ! Yellow - no target set

Appendix 2

The table shows the 7 Service Plan measures which are red when compared to their performance for the same period (Q2) last year.

Measure	Actual (YTD)	Target (YTD)	Target	DoT	Actual 1 yr ago	▲ Perf. 1 yr ago
People and Business Change : HRP/046 % managers developing managerial skills (Q) (SP)	8.1%	8.0%	★	🔴	41.4%	▲
Regeneration, Investment & Housing : PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	🔴	1.83%	▲
Adult & Community Services : CCAS/L/015 Number new frailty packages provided (SP) (M)	299	225	★	🔴	344	▲
Regeneration, Investment & Housing : PSR/006 Ave days non-DFG adapt'ns (HY) (IA Theme 1)	18	19	★	🔴	13	▲
Adult & Community Services : CCAS/L/020 Number of people fully reabled (IP, SP) (M)	219.0	225.0	●	➡	231.0	▲
Regeneration, Investment & Housing : NEET\01 Number of young people accessing children and YP skills project (Q)	227	500	▲	➡	583	▲
Children & Young People Services : CYP/32 SCC/002 Changes of School Looked After Children % (M) (NSI,SP)	12.1%	12.0%	●	🔴	10.0%	▲

Key for measure RAG status

- ★ Green - on target
- Amber - slightly short of target (15% tolerance)
- ▲ Red - off target (over 15% away)
- ❓ Pink - Data missing/ not available
- ➡ DoT - Direction of Travel, the green arrows show improved performance when compared to the previous period
- 🔴 Red arrows show declined performance when compared to the previous period
- ! Yellow - no target set

Appendix 3

This table shows the quarter 2 performance for all national measures where data is available. 10 measures are meeting or exceeding target. 9 measures are meeting or exceeding Wales average and 12 are meeting or exceeding the lower quartile. 12 measures have improved when compared to previous period performance.

Measure	Actual (YTD)	Target (YTD)	▲ Target	DoT	Wales Average (YTD)	Perf. Wales Av.	Lower Quartile	Perf. Lower Quartile
PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	1.01%	3.00%	▲	✖	11.08%	▲	3.90%	▲
CYP/33 SCC/004 Stability of Placements Looked After Children % (M) (NSI,PAM,SP,IP)	11.1	9.0	▲	✖	9.8	●	11.1	★
LCL/001b Use of Public Library Services (Q)	1,603.04	1,763.00	●	✔	2,689.00	▲	2,105.50	▲
STS/005b Monthly Cleanliness Insp'ns of highways & relevant land % (M)	93.8%	97.0%	●	✔	96.5%	●	93.6%	★
CYP/32 SCC/002 Changes of School Looked After Children % (M) (NSI,SP)	12.14	12.00	●	✖	11.90	●	16.20	★
PPN/009 Food establishments broadly compliant (Q)	95.05%	96.00%	●	✖	94.22%	★	92.71%	★
THS/007 Concessionary travel passes - Over 60s takeup % (HY)	90.4%	91.0%	●	✔	85.6%	★	79.0%	★
STS/006 Response Rates For Removing Reported Fly Tipping Incidents (M)	97.61%	97.00%	★	✔	95.26%	★	94.54%	★
EDU/016a Attendance Primary Year-end % (A)	94.5%	93.6%	★	✔	95.0%	●	94.7%	●
EDU/016b Attendance Secondary Year-end % (A) (IA Theme 3)	93.1%	92.1%	★	✔	93.9%	●	93.2%	●
EDU/003 Pupils KS2 CSI % (A)	89.3%	87.5%	★	✔	88.1%	★	87.4%	★
EDU/004 Pupils KS3 CSI % (A)	81.6%	78.2%	★	✔	84.1%	●	81.7%	●
WMT/010 WMT/009b municipal waste resused, recycled and composted (Q)	64.19%	58.00%	★	✔	60.19%	★	58.54%	★
PSR/002 Adapt'ns DFG days delivery avg. (HY) (NSI, PAM, IP, SP)	184	238	★	✔	241	★	269	★
SCA/001 Delayed Transfers of Care (NSI, SP) # (M)	1.28	2.04	★	➡	29.22	★	32.52	★
WMT/004b Percentage of municipal wastes sent to landfill (Q)	7.10%	18.00%	★	✔	18.14%	★	24.69%	★
LCS/002b Visits to Sport and Leisure Centres (Q)	3,782	2,072	★	✔	2,102	★	1,858	★

Key for measure RAG status

- ★ Green - on target
- Amber - slightly short of target (15% tolerance)
- ▲ Red - off target (over 15% away)
- ⚪ Pink - Data missing/ not available
- ⚪ Yellow - no target set

- DoT - Direction of Travel, up arrows indicate bigger values are better, down arrows indicate smaller values are better
- ➡ Black - performance remains the same
- ✔ Green Ticks - performance has improved
- ✖ Red Crosses - performance has declined



Report

Cabinet

Part 1

Date: December 2016

Item No:

Subject Corporate Risk Register Update

Purpose To present an updated Corporate Risk Register

Author Rhys Cornwall, Head of People and Business Change
Mike Dickie, Business Service Development Manager
Rachel Kalahar, Senior Performance Management Officer

Ward All

Summary This report contains the latest update of the Corporate Risk Register. There are eight risks identified in the register, and all are medium risks. Since the last update all risk scores remain unchanged actions have been updated below.

Proposal Cabinet is asked to note the contents of the Corporate Risk Register and request a further update at the March 2016 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
- Corporate Management Team
- Head of Law and Standards
- Head of People and Transformation
- Head of Finance

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 quarterly. Through the Corporate Assessment Review 2014 the WAO noted that *“The Council has improved its approach to and presentation of its corporate risk register. The risk register now includes a before and after mitigation risk score at an assessed date and a breakdown of the probability and impact of that risk. The register includes current actions to address each risk and assigns responsibility to senior officers, cabinet member and scrutiny committee”*.

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

A full review of the Corporate Risk Register was undertaken during August 2016 and reported to the September 2016 Cabinet meeting.

5. New Risks

The following risk was added in this revision of the Corporate Risk Register

- RISK 8: Brexit

6. 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 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.
September 2014 - June 2015	<i>Risk Title: Total Reward Risk Description: That the complex and contentious tensions inherent to the Single Status pay and grading review delays the project implementation.</i>	The Total Reward project has now been implemented and any remaining issues and risks can now be managed at a service area level
September 2014 - June	<i>Risk Title: Information Governance Risk Description: That the council does not</i>	This risk can now be managed at a service area level.

2015	<i>have adequate arrangements in place to protect the data in holds and that this results in significant fines and reputational damage</i>	
September 2015 – June 2016	<i>Risk Title: Legislative Requirements (Social Services)</i> <i>That new legislative requirements of the Social Services act potentially place significant duties on the Authority that it cannot fulfil</i>	<p>Specific details and guidance for the Act now produced. Work across region to develop solutions to the challenges and locally we have a project team working on implementation of all regulations</p> <p>Big emphasis on prevention and early intervention – reshaping front door services in Adult Social Care – close working with Health Board – redistributed teams to be coterminous with Health Board</p> <p>Neighbourhood Care Networks</p>

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 and considered

- To note the contents of the Corporate Risk Register and request a further update at the March 2016 meeting
- Not to note the contents of the Corporate Risk Register and not request a further update at the March 2016 meeting

Preferred Option and Why

- To note the contents of the Corporate Risk Register and request a further update at the March 2016 meeting

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.

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. The risk strategy and register allow the council to consider the longer term overarching risks to the council fulfilling its objectives and obligations and take action to mitigate the impact and probability of those risks.

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

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.

Wellbeing of Future Generations (Wales) Act 2015

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

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- Respond to a new accountability framework including reporting and review by the Auditor General Wales

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- Performance Management
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- Procurement
- Assets

The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services. A programme of training for senior management and

elected members is underway so that the wide-ranging and transformational implications of the Act are understood and can be embedded in the Council's ways of working.

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

Crime and Disorder Act 1998

Not 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

Corporate Risk Register, Cabinet 8th June 2015

Corporate Risk Register, Audit Committee, 16th July 2015

Corporate Risk Register, Cabinet, 8th September 2015

Corporate Risk Register, Audit Committee, 24th September 2015

Corporate Risk Register, Cabinet, 18th December 2015

Corporate Risk Register, Audit Committee, 28th January 2016

Corporate Risk Register, Cabinet, 14th March 2016

Corporate Risk Register, Audit Committee, 24th March 2016

Corporate Risk Register, Cabinet, 6th June 2016

Corporate Risk Register, Audit Committee, 23rd June 2016

Corporate Risk Register, Cabinet, 12th September 2016

Dated: December 2016

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 lead 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 ensure 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 that 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

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

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 (e.g. 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

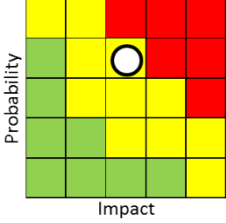

Score	General Description	Definition
1	Very Low probability	2% chance of occurrence
2	Low probability	5% chance of occurrence
3	Medium probability	10% chance of occurrence
4	High probability	20% chance of occurrence
5	Very high probability	50% chance of occurrence

RISK 1: Legislative Requirements						
That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised)						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	12	3	4	Unchanged	February 2017
	August 2016	12				
	May 2016	16	Medium probability	High Governance impact	There is continued pressure on the council to implement the new duties detailed by new legislation. Whilst significant work is underway, there remain major risk factors.	
	February 2016	16				
	December 2015	16				
	August 2015	16				
Current Action Status / Control Strategy	Welsh Language Act	<ul style="list-style-type: none"> Strategic equalities group monitors implementation supported by Welsh Language group. Action plans in place and being monitored. This has shown significant progress. This includes increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available. Partnership arrangements with another Council now in place and £280k budget allocated to 2016/17 budget, additional resources now available to support service areas and work such as web site development now underway. Although significant work is ongoing, gaps in service provision remain, and this remains a reputational risk for the Council this is evidenced by correspondence with the Welsh Language Commissioner. 				
	Future Generations Act	<ul style="list-style-type: none"> Cabinet reports updating on progress and approach. Members training session completed and work with consultants to establish organisational readiness for the Act. A number of sessions with Service Areas, and managers completed to raise awareness. Currently developing an impact assessment template that incorporates the sustainability principles. Formal report templates are being updated to ensure the principles of the Act are reflected in all decision making. Public Services Board established with agreed Terms of Reference, formal meetings held quarterly from May 2016. Project Plan in place for the Wellbeing Assessment and this is being taken forward in conjunction with the assessment required for the Social Services and Wellbeing Act. Work being undertaken on a Gwent basis to inform the Wellbeing Assessment - funding secured from Welsh Government to support this work. Development of wellbeing objectives underway along with other development work. 				
Responsible Officer: Chief Executive						
Responsible Cabinet Member(s): Leader of the Council, Deputy Leader, Cabinet Member for Community Work and Skills, Cabinet Member Finance and Resources						
Scrutiny Committee(s): (1) Community Planning and Development and (2) Street Scene, Regeneration and Safety						

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 and significant budgetary overspends						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	12	4	3	Unchanged Demographic Pressures indicate a 14% rise in the number of adults over 70yrs of age by 2020. There are also increasing numbers of older people with complex health conditions and national research indicates that local authority adult services budgets need a 3% year on year real terms increase in budgets to manage this challenge. The economic climate makes this rate of budget increase extremely unlikely, thereby indicating increasing unmet need.	February 2017
	August 2016	12				
	May 2016	12				
	February 2016	12				
	December 2015	12				
	August 2015	12	High probability	Medium Financial Management Impact		
	May 2015	12				
	March 2015	12				
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 – community and carers connectors • Recommissioning voluntary sector services to align to principles of the Social Services and Wellbeing Act 2014. • Transforming existing services to provide an optimal care pathway for older people focussing on independence and re-ablement • Pioneering and, 'In-Reach multi-agency team to visit wards in Royal Gwent on a daily basis to streamline decision making on discharge from hospital • Implementing transformation 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 					
Responsible Officer: Strategic Director People						
Responsible Cabinet Member: Cabinet Member for Adult Social Services and Housing						
Scrutiny Committee: Community Planning and Development						

RISK 3: Capacity and capability to meet the councils objectives

That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	12	4	3	Unchanged  Work continues in this area	February 2017
	August 2016	12				
	May 2016	12				
	February 2016	12	High Probability	Medium Operational Impact		
	December 2015	12				
	August 2015	12				

Current Action Status / Control Strategy
<ul style="list-style-type: none"> The 2015/16 Workforce Plan was designed and published. The 2016/17 Workforce Plan is to be published in August and all Service Areas have identified their objectives for future planning. People and Business Change will pilot career pathway planning in Autumn 2017 to role model to other service areas Creation of an apprenticeship scheme was approved in June 2016 and recruitment is underway to the first cohort of apprentices due to start in September 2016, with a possible second intake due to start in January 2017. Pilot taking place in Education Services for the roll out of greater NVQ/ILM opportunities for those in the workplace wanting to enhance current skill level. Intention to offer to wider workforce in 2017 linked to workforce planning for each service area Mandatory training will be identified for each post and linked to job descriptions to set out the expectation of ability, skill and experience at the point of recruitment and to form a development path throughout induction, probation and longer term Additional Investment in Project Management and business change resources Coaching, shadowing and mentoring opportunities delivered as part of the change programme Specific business support and training provided for business case development and project management. More effective use of central support resource Training Master classes developed and number of managers attending measured green for 2015 with over 80% attending training to upskill ILM opportunities in coaching have been sourced and will be promoted to managers from September 2016 onwards Action Learning Sets have been practised at Senior Management Forum and OD are collating requests from managers to create networks of peer coaching through the use of ALS. HR and Finance partners will be trained as facilitators to enable greater support to managers in identifying problems and creating their own solutions. Use of external resource / experts Performance management process is currently being reviewed with a key objective for 2016/17 to be the roll out of a revised scheme Sampling of My Review has taken place in August 2016 by the HR/OD team and feedback will be provided to managers in

	<p>September with a refreshed roll out of training on how to conduct appropriate appraisals between October and March 2017 in time for the next annual appraisal</p> <ul style="list-style-type: none"> • OD strategy devised to enable the organisation to achieve faster cultural change and improved performance – due to be signed off July 2016 for implementation on new OD practices • People service plan to heavily focus on workforce planning and OD for next 12 months • Potential new performance management system to be piloted early 2017 to assess whether appropriate for organisation roll out • New cohort of managers undertaking ILM level 5 in Coaching and Mentoring to start in January 2017 • New cohort of senior leaders undertaking Executive Coaching
<p>Responsible Officer: Chief Executive</p>	
<p>Responsible Cabinet Member: Cabinet Member for Finance and Resources</p>	
<p>Scrutiny Committee: Community Planning and Development</p>	

RISK 4: Budget Challenge

That the continuing need for significant annual savings is increasingly difficult to achieve and that could compromise organisational capacity and service delivery including statutory services

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	12	4	3	Unchanged Whilst assumptions on WG revenue grant support has improved and therefore reduced medium term budget gap over medium term, the planning parameters still assume an annual cash reduction in grant and therefore savings required which are increasingly difficult to achieve, without cuts to service provision. Impact on organisational capacity and delivery of services therefore still significant.	February 2017
	August 2016	12				
	May 2016	12	Medium probability	High Financial Management impact		
	February 2016	12				
	December 2015	12				
	August 2015	16				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Business planning process identifies impact of all savings including impact on statutory services • Agreed financial strategy • Robust and early work on the financial strategy and budget • Medium term outlook within the financial strategy • Aligning with the 2020 strategy and plans for service areas • Business cases 2017/18 and MTFP developed and reviewed • MTFP still required balancing over the medium term 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader of the Council, Cabinet Member for Finance and Resources						
Scrutiny Committee: Community Planning and Development						

RISK 5: 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

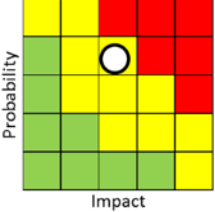

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	8	2	4	Unchanged The level of risk is manageable because this is an area of absolute priority for the local authority. There are safeguarding manager roles across the council and we have strong links with national and regional safeguarding boards	March 2017
	August 2016	8				
	February 2016	8	Low Probability	High Governance Impact		
	August 2015	8				
	March 2015	8				
	August 2014	8				

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 • Service Manager for Safeguarding is in place • Safeguarding role in Education
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Responsible Officer: Strategic Director - People

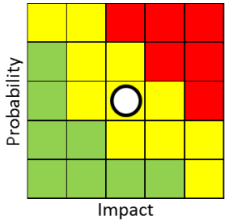

Responsible Cabinet Member: Cabinet Member for Adult Social Services and Housing, Cabinet Member for Education and Young People

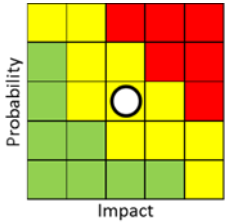
Scrutiny Committee: Learning, Caring and Leisure

RISK 6: 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		
	December 2016	12	4	3	Unchanged 	February 2017
	August 2016	12	Medium Probability	Medium Strategic Impact	The Developer and the Council are currently progressing a sale of the Scheme. The Scheme is c85% let by income and this should increase over the next few months. At this level of letting, the scheme has secured a sufficient rental income to generate a sale and if it can't be concluded, a reinvestment value for the Council, at least in the short term and this significantly reduces any impact.	
	May 2016	9				
	February 2016	2				
	December 2015	2				
	August 2015	4				
	May 2015	6				
	March 2015	8				
	November 2014	12				
August 2014	12					
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Financial modelling undertaken to test viability of various sale and re-finance options • Retail and Leisure anchor stores secured (Debenhams and Cineworld) and other major store units now leased. • Safeguards built in to mitigate financial risks e.g. Friar's Walk financial reserve • Council able to exercise step-in rights • Monthly meetings with Developers to monitor progress 					
Responsible Officer: Strategic Director – Place						
Responsible Cabinet Member: Cabinet Member for Regeneration and Investment						
Scrutiny Committee: Streetscene, Regeneration and Safety						

RISK 7: City Deal

That the SE Wales region, which includes Newport CC, cannot conclude a city deal within the timescales and as a result misses the opportunity to secure investment to improve economic outcomes for the communities of the city

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	9	3	3	Unchanged  <i>The initial stage of the city deal process has been completed.</i>	February 2017
	August 2016	9				
	May 2016	9	Medium Probability	Medium Strategic Impact	<i>We are now entering into detailed negotiations with UK and Welsh Govts. This will take the rest of 2016 to conclude so the risk assessment score remains unchanged.</i>	
	February 2016	9				
	December 2015	9				
	August 2015	9				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> The Heads of Terms document for the Cardiff Capital Region City Deal was signed on 15th March 2016. This is an agreement between the 10 local authorities of the SE Wales region, Welsh Govt and UK Govt. This is the first critical milestone for the completion of the city deal. The next stage is to conclude the detailed negotiations to enable the council to consider a further report by the end of 2016. This will be point at which the council will have to decide whether to formally commit to the city deal process, including ongoing financial commitments and this is progressing well. Formal governance structures are now being put in place, including the establishment of a Shadow Joint Cabinet of all Leaders to exercise appropriate oversight of the city deal process. We also now have a Programme Director in place to provide additional resource to complete the next phase of activity. The January Council meeting will consider the next steps. 					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader of the Council						
Scrutiny Committee: Community Planning and Development						

RISK 8: Brexit						
That the financial implications of leaving the European Union have a negative impact on the councils financial position						
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2016	9	3	3	Unchanged ↔ Awaiting further discussion and timescales from the Welsh Government and Central Government	February 2017
	August 2016	9				
Current Action Status / Control Strategy	<p>This is a new risk which will need to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council.</p> <p>A good deal of our activity is also guided by EU regulation. It is unclear at this time both when the EU will formally exit the EU and how these regulations may change</p> <p>This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales</p>					
Responsible Officer: Chief Executive						
Responsible Cabinet Member: Leader of the Council						
Scrutiny Committee: Community Planning and Development						

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Report

Cabinet

Part 1

Date: 21st December 2016

Item No:

Subject Friars Walk

Purpose To confirm the rationale for the Cabinet decision taken at the special meeting on 28th October 2016, to update Cabinet on the progress made to date, and also confirm the fall-back position in the event that the proposed sale does not proceed

Author Head of Law & Regulation

Ward General

Summary Cabinet meeting on 28th October 2016 received a confidential Part 2 presentation regarding a number of options for the sale or re-financing of Friars Walk. Having considered the detailed legal and financial implications of the various proposals, Cabinet agreed that there were only two viable options at the present time – a sale to the Talisker Corporation, a Canadian equity investment company, or a re-financing of the loan by the Council.

Cabinet agreed that the preferred option was a sale to Talisker, on commercial terms, which represented the best market price obtainable for the scheme at the present time. This was clearly demonstrated by the market testing carried out by QRE and comparability with proposed sale terms offered by other potential investment purchasers. The Talisker proposals would enable the Council to discharge the primary loan debt and interest charges. Therefore, officers were instructed and authorised to agree the detailed terms and finalise the necessary documentation for the delivery of the proposed sale to Talisker, with a target completion date early in the New Year.

However, Cabinet recognised that, if the Talisker deal did not complete, for whatever reason, then the fall-back position for the Council would be to take control of the asset itself, re-finance the debt and utilise the net operating income from the scheme to service that debt until such time as a new buyer could be found.

Such a decision to re-finance the Council debt and take control of the property would be a decision for full Council, not Cabinet, because it would fall outside the terms of the original funding approved for this scheme, which was to secure the completion of the development. Therefore a report would need to be taken to Council in due course, should it be necessary, to consider the default position.

Proposal To note the Report and endorse the default position of reporting back to full Council with a recommendation that the Council takes control of the asset and re-finances the loan itself, in the event that the preferred sale does not proceed.

Action by Head of Law & Regulation and Head of Finance

Timetable In accordance with the timescales set out in the Report

This report was prepared after consultation with:

- Chief Executive
- Head of Finance
- Corporate Director – Place

Signed

Background

1. Cabinet meeting on 28th October 2016 received a confidential Part 2 presentation regarding a number of options for the sale or re-financing of Friars Walk. Having considered the available options and having regard to the confidential legal and financial advice set out in the presentation and accompanying documents, Cabinet resolved:-
 - (a) That the preferred option for the sale of Friars Walk be agreed on the basis of the proposals outlined at the meeting;
 - (b) That the Head of Finance and Head of Law and Regulation be authorised to agree the detailed terms and finalise the necessary documentation for the delivery of the preferred option.
2. Although the terms of the proposed sale remain strictly commercially confidential, this Part 1 Report confirms, for the purposes of openness and transparency, the rationale for the Cabinet decision, updates Cabinet on the progress made to date, and also confirms the fall-back position in the event that the proposed sale does not proceed.
3. On 30th September 2011, the Council entered into a conditional Development Agreement with the preferred bidders for the Friars Walk redevelopment scheme, Queensberry Real Estate (Newport) Limited ("QRE"). The heads of terms for the Development Agreement were approved by Cabinet, following a competitive procurement process
4. The Development Agreement provided for the grant of a 250 year development lease from the Council to QRE at a peppercorn rent when various pre-conditions were satisfied and the Agreement went unconditional. The Agreement and Lease required QRE to complete the approved development in accordance with the agreed programme of work. The Agreement and Lease also required QRE to use their reasonable endeavours to maximise development profit upon the sale of the asset and to secure market value.
5. On 26th November 2013, full Council agreed to provide QRE with development funding to deliver the scheme, on commercial terms to be agreed by the Head of Finance and the Head of Law and Standards and subject to satisfactory due diligence and financial appraisal. The Head of Finance was authorised to prudentially borrow up to £90 million for this purpose.
6. The Funding Agreement with QRE was completed on 13th December 2013, with the Council loan being repayable 12 months after Practical Completion of the Scheme. Repayment of the Council loan was secured by a charge against the 250 year Head-Lease. This Head Lease was completed in January 2014 and granted to Friars Walk Newport (Limited) ("FWN") a separate special purpose vehicle and subsidiary company of QRE. The Council loan charge has been secured against the registered title to the Head Lease.
7. Practical Completion of Friars Walk was achieved in December 2016, following a phased handover and sectional completion of the work. Therefore, under the terms of the Funding Agreement with the Council, the full amount of the loan, becomes repayable in December 2016. Failing this, QRE will be in default under the Funding Agreement and security documents and the Council will be entitled to enforce its legal rights under the charge over the Head Lease.
8. QRE have been marketing the scheme with potential investors for the past 12 months and also looking at the options for re-investment. The scheme is now 86% let and negotiations are at an advanced stage with another major retailer in relation to the one remaining major store unit which would then take the letting value up to 96%.
9. The original development loan was approved by the Council in exercise of its general powers of "well-being" under Section 2 of the Local Government Act 2000. The primary purpose of the loan was to secure the wider social and economic benefits of the scheme in terms of regeneration,

inward investment and employment. This has been achieved in that the Scheme has been built and 86% let, over 1200 new jobs have been created and it has delivered a significant step-change in the regeneration of the City Centre. Therefore, the one remaining issue is to secure the best terms for the repayment of the Council loan

10. The presentation to Cabinet on 28th October 2016 set out a number of potential options for the sale of the scheme or re-financing of the Council loan. Having considered the detailed legal and financial implications of the various proposals, Cabinet agreed that there were only two viable options at the present time – a sale to the Talisker Corporation, a Canadian equity investment company, or a re-financing of the QRE loan by the Council.
11. Cabinet agreed that the preferred option was a sale to Talisker, on commercial terms, which represented the best market price obtainable for the scheme at the present time. This was clearly demonstrated by the market testing carried out by QRE and comparability with proposed sale terms offered by other potential investment purchasers. The Talisker proposals would enable the Council to discharge the primary loan debt and interest charges. Therefore, officers were instructed and authorised to agree the detailed terms and finalise the necessary documentation for the delivery of the proposed sale to Talisker, with a target completion date early in the New Year.
12. However, Cabinet recognised that, if the Talisker deal did not complete, for whatever reason, then the fall-back position for the Council would be to take control of the asset itself, re-finance the debt and utilise the net operating income from the scheme to service that debt until such time as a new buyer could be found. The alternative options for seeking private sector re-finance for the loan debt were discounted on the basis that it would be more cost-effective and involve less financial risk if the Council took control of the asset and re-financed the borrowing itself.
13. Since the Cabinet decision, further negotiations have been on-going between the Council, QRE and Talisker and signed heads of terms were exchanged, subject to contract, on 17th November 2016. This grants exclusivity to Talisker in terms of the sale process, subject to legal and financial due diligence. The precise terms of the proposed transaction remain strictly commercially confidential pending completion of the sale. The work is now continuing with a view to finalising terms and completing the legal documentation early in the New Year. If the sale is concluded satisfactorily, then FWN and the head-lease of Friars Walk will be sold by QRE to a special purpose vehicle company, owned by Talisker, and the purchase price would be utilised to discharge the Council's primary debt and loan charges.
14. If, for any reason, the sale to Talisker does not complete, then QRE would be in default of the Funding Agreement by not repaying the development loan by the due date and the Council would then have a number of options in terms of enforcing the debt and its legal charge over the Friars Walk Head Lease. Cabinet recognised that the alternative option of the Council re-financing the loan itself would be the default position if the preferred sale fell through.
15. The default option would involve the Council enforcing its security under its charge and taking control of the asset, in order to safeguard the value of its investment. The net operating income from the rents payable by the tenants would be used to finance the Council's loan charges until the asset could be sold.. The confidential financial appraisals reported to Cabinet confirmed that this was a viable default position for the Council, given the levels of rental income being generated by the scheme
16. However, such a decision to re-finance the Council debt and take control of the property would be a decision for full Council, not Cabinet, because it would fall outside the terms of the original funding approved for this scheme which was to secure the completion of the development.

17. The financial implications of the proposed sale and the default position remain commercially confidential at this stage. However, both options are considered to be financially viable and sufficient to discharge the Council's fiduciary duties in relation to the use of public funding.

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?
The preferred sale to Talisker does not complete	L	M	The fall-back position would be a Report to Council recommending taking control of the asset and re-financing the loan debt, pending a future sale of the scheme. The rental income from the scheme is sufficient to service the Council debt charges, pending a future sale	Head of Law& Regulation and Head of Finance
There is insufficient rental income to service the debt	L	L	The scheme is already 86% let and negotiations are on-going for a further major letting which would secure 96% of the rental income.	Head of Law& Regulation and Head of Finance

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The redevelopment of the City Centre as an attractive place for shopping, leisure and tourism is an essential component of the Corporate Plan in terms of making Newport a Safer City and a better place to live for all our citizens.

Options Available and considered

- (1) To note the Report and endorse the default position of reporting back to full Council with a recommendation that the Council takes control of the asset and re-finances the loan itself, in the event that the preferred sale does not proceed.
- (2) Not to note and endorse the approach outlined in the Report.

Preferred Option and Why

To note and endorse the approach outlined in the Report, as this represents the most viable option for the Council and safeguards the Council's financial interest in the scheme.

Comments of Chief Financial Officer

Finance comments are contained in the report. Further due diligence will need to be carried out by the Council if the asset was to be re-financed by the Council.

Comments of Monitoring Officer

Set out in the Report.

Comments of Head of People and Business Change

This section **MUST** be completed by the Head of People and Business Change. This must be done before the report is submitted to any elected member for consideration. The Head of People and Business Change will discuss any staffing, performance, or policy matters along with the Well Being of Future Generations requirements. (See the section on this Act below)

You will have consulted the Head of People and Business Change to complete the 'Background' section above. This section should confirm that has been done and that the Head of People and Business Change is comfortable with the proposals.

Comments of Cabinet Member

The Leader has approved this Report for consideration by Cabinet.

Local issues

The matter is of general importance.

Scrutiny Committees

Not applicable at this stage.

Equalities Impact Assessment and the Equalities Act 2010

There are no equalities implications.

Children and Families (Wales) Measure

There are no implications specifically for children and young people.

Wellbeing of Future Generations (Wales) Act 2015

The proposed action is in accordance with the sustainable development principle and, in particular, the longer-term financial and regeneration objectives of the Council, in terms of social and economic well-being.

Crime and Disorder Act 1998

There are no specific crime and disorder implications.

Consultation

Not applicable

Background Papers

The background papers remain commercially confidential at this stage.

Dated: 8th December 2016



Report

Cabinet

Part 1

Date: December 2016

Item No: see above

Subject Work programme

Purpose To agree a work programme

Author Head of Democratic Services

Ward All Wards

Summary The Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

In response to that suggestion the Cabinet agreed that each month the Head of Democratic Services will ask Chief Officers to update the Cabinet work programme and this update will be reported to Cabinet

An updated work programme suggested by Chief Officers is attached. This is, of course, a working document and will be subject to change.

It is important that the work programme for Cabinet and, in the case of Scrutiny Committees, the work programme for those committees are owned and prioritised by members. Regular reports on the programme will provide more opportunities for that to be done.

Proposal To agree the proposed programme

Action by Head of Democratic Services

Timetable Immediate

This report was prepared after consultation with:

- Chief Officers
- Monitoring Officer
- Head of Finance
- Head of People and Business Change

Background

As mentioned in the summary above, the Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

In response to that suggestion cabinet agreed that each month the Head of Democratic Services will ask Chief Officers to update the Cabinet work programme and this update will be reported to Cabinet

This will then be used to help inform the Scrutiny Committee work programmes

A work programme suggested by Chief Officers is attached. This is, of course, a working document and will be subject to change. It is important that the work programme for Cabinet and, in the case of Scrutiny Committees, the work programme for those committees are owned and prioritised by members.

Regular reports on the programme will provide more opportunities for that to be done.

Financial Summary

There is no direct cost to adopting a programme of work

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?
No action taken	M	L	This work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

Links to Council Policies and Priorities

These proposals will help the Council provide the best possible service to members and will provide information to the public and elected members

Options Available and considered

- To adopt the process and adopt or amend the work programme
- To consider any alternative proposals raised by Cabinet members
- To take no action

Preferred Option and Why

To adopt the proposals which should help to ensure work programming arrangements are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

Comments of Chief Financial Officer

There are no financial implications in adopting a programme of work

Comments of Monitoring Officer

There are no legal implications in adopting a programme of work

Staffing Implications: Comments of Head of People and Business Change

There are no specific staffing implications in adopting a programme of work

Comments of Cabinet Member

The Chair has approved the report for consideration by cabinet.

Local issues

There are no local issues as this report relates to the Council's processes

Scrutiny Committees

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

Regular updates will allow the Scrutiny and Cabinet work programmes to be better coordinated. The Scrutiny team and Chairs are developing new ways of working and continually reviewing the work programmes to focus more on risk and restricting the number of items on agendas by channelling information reports by way of other and ensuring committee reports are based around outcomes

Equalities Impact Assessment and the Equalities Act 2010

These proposals need no Equalities Impact Assessment

Children and Families (Wales) Measure

This procedural report does not impact on Children and Young People although certain reports contained in the programme may do and will need appropriate consultation and comment when they are presented to cabinet.

Wellbeing of Future Generations (Wales) Act 2015

This is a procedural report but reports contained within the programme will need to show how consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

Crime and Disorder Act 1998

This does not apply to this procedural report

Consultation

As set out above

Background Papers

Set out a list of any relevant background papers and whether they are available to the public.

Dated: December 2016

**CABINET WORK PROGRAMME
2016-2017**

Cabinet Meeting	Items for provisional agenda	Lead Officer	For Scrutiny / Date	Council
Nov 2016	<p>Education and Pupil Performance data</p> <p>Wellbeing of Future Generations (Wales) Act 2015 – Assessment of Local Well-being</p> <p>Revenue Budget Monitor Capital Budget Monitor</p> <p>Work Programme Update (regular item)</p>	<p>Chief Education Officer</p> <p>Head of People & Business Change</p> <p>Head of Finance Head of Finance</p> <p>Head of Democratic Services</p>		Gambling Act – Statement of Principles Update
Dec 2016	<p>Update- MTFP Improvement Plan Update Risk Register Update Certificate of Compliance – letter 2 Mid-year performance analysis WAO Corporate assessment action plan Council tax premiums – Update</p> <p>Work Programme Update (regular item)</p>	<p>Head of Finance Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change</p> <p>Head of Finance</p> <p>Head of Democratic Services</p>	Social Services and Wellbeing Act – Needs Assessment	
Jan 2017	<p>Improvement Plan 2017- 2018 Social Services and Wellbeing Act – Needs Assessment Education : 21st Century Schools band B Revenue Budget Monitor Capital Budget Monitor Work Programme Update (regular</p>	<p>Head of People & Business Change Director of Social Services</p> <p>Chief Education Officer</p> <p>Head of Finance Head of Finance Head of Democratic Services</p>		<ul style="list-style-type: none"> • Council Tax Reduction Scheme • Nomination of the Mayor • Schedule of meetings • Education : 21st Century Schools band B • Social Services and

	item)			Wellbeing Act – Needs Assessment
Feb 2017	City Deal Budget and MTFP Education : 21 st Century Schools band B Capital Budget Treasury Management Work Programme Update (regular item)	Chief Executive Head of Finance Chief Education Officer Head of Finance Head of Finance Head of People & Business Change Head of Democratic Services		<ul style="list-style-type: none"> • Budget and MTFP • Capital Budget • Treasury Management
March 2017	Improvement Plan update Budget Monitoring Treasury Management Pay and Reward Policy Work Programme Update (regular item)	Head of People & Business Change Head of Finance Head of Finance Head of People & Business Change Head of Democratic Services		
April 2017	Improvement Plan 16-18 Risk Register Update Work Programme Update (regular item)	Head of People & Business Change Head of People & Business Change Head of Democratic Services		<ul style="list-style-type: none"> • Pay and Reward Policy

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