Agenda

Community Planning and Development Scrutiny Committee

Date: Wednesday, 23 November 2016

Time: 2.00 pm

Venue: Committee Room 1, Civic Centre

To: Councillors D Williams (Chair), V Delahaye, J Mudd, T Suller, H Thomas, K Thomas, T Watkins and J Cleverly

Item

1   Agenda yn Gymraeg / Agenda in Welsh *(Pages 3 - 4)*

2   Apologies for Absence

3   Declarations of Interest

4   Minutes of the meeting held on 19 October 2016 *(Pages 5 - 10)*

5   16-17 Half Year Service Plan Reviews *(Pages 11 - 16)*

a   People and Business Change *(Pages 17 - 30)*

b   Law and Regulation *(Pages 31 - 36)*

c   Adult and Community Services *(Pages 37 - 58)*

6   Work Programme *(Pages 59 - 64)*

NB: Would members please ensure no printed copies of the agenda are left in the room at the conclusion of the meeting. Leaving paper copies of reports where they can be accessed by unauthorised persons could present a data breach.

Contact: Meryl Lawrence
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Date of Issue: Wednesday, 16 November 2016

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Agenda

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Pwyllgor Craffu ar gyfer Cynllunio a Datblygu Cymunedol

Dyddiad: Dydd Mercher, 23 Tachwedd 2016

Amser: 2 y.p.

Lleoliad: Ystafell Bwyllgora 1- Canolfan Ddinesig

At: Y Cynghorwyr: D Wiliams (Cadeirydd), V Delahaye, A Morris, J Mudd, T Suller, H Thomas, K Thomas, T Watkins a J Cleverly.

Eitem

Rhan 1

1. Agenda yn Gymraeg / Agenda in Welsh

2. Ymddiheuriadau am absenoldeb

3. Datganiadau o fuddiant

4. Cofnodion y cyfarfod a gynhaliwyd ar 19 Hydref 2016

5. 2016-17 Cynlluniau Gwasanaeth Adolygiad Hanner Blwyddyn

   a) Pobl a Newid Busnes;
   b) Y Gyfraith a Rheoleiddio.
   c) Gwasanaethau Oedolion a Chymunedol;

6. Rhaglen Waith

Person cyswllt: Meryl Lawrence
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Dyddiad cyhoeddi: Dydd Mercher,16 Tachwedd 2016

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Minutes

Community Planning and Development Scrutiny Committee

Date:	19 October 2016
Time:	4.00 pm
Present:	Councillors V Delahaye, J Mudd, T Suller, K Thomas, T Watkins (Chair) and J Cleverly.
In Attendance:	Mike Nicholson (Strategic Director – People), Chris Humphrey (Head of Adult and Community Services), Mary Ryan (Safeguarding Service Manager), Rhys Cornwall (Head of People and Business Change), Shaun Powell (Corporate Spatial Data Manager), Jo Evans (Digital Project Officer), Mark Bleazard (Information Development Manager), Keir Duffin (Head of Regeneration, Investment and Housing), Mike Jones (Property Manager), and Eleanor Mulligan (Senior Overview and Scrutiny Officer).
Apologies:	Councillors D Williams, A Morris and H Thomas.

1 **Nomination of Chair**

In Councillor Williams' absence, Councillor Trevor Watkins was nominated as Chair for the meeting.

2 **Declarations of Interest**

Councillors Watkins, Delahaye, K Thomas and Mudd declared an interest in the Community Centres Recommendations Monitoring report, as members of the General Community Centre Committee.

3 **Minutes of the meeting held on 14 September 2016**

A number of queries were raised on the minutes, where the availability of further information had been indicated in the text, but it was unclear whether this had been requested and/or provided. It was agreed that these points would be followed up and Members updated accordingly.

Agreed

The minutes of the meeting held on 14 September 2016 were confirmed.

4 **Digital Strategy**

The Head of People and Business Change introduced the report, the purpose of which was to update Members on delivery during the first year of the strategy.

The Corporate Spatial Data Manager took the Committee through the detail in the report and the progress made to date.

The following points were discussed:

- Members complimented the "Delivering the Strategy – Roadmap" which they thought was well presented and accessible.

- In relation to the procurement of a new Customer Relationship Management (CRM) system, officers outlined the specifications needed and the process being followed to find the right system.

- Members raised concerns that no on-going funding had been identified for the continued use of customer insight data. The Committee commented that this data was of huge value, and had underpinned a lot of the authority's work and decision making the in the last few years. Given the size of the organisation, and the range of services we provide, the Committee was of the view that this information was invaluable, and should be funded as a "spend to save" item, particularly given the new requirements of the Wellbeing of Future Generations Act. It was also noted that this information was being used to support the work of the Public Services Board, helping to deliver the statutory responsibilities we share with our partner organisations.

- Members asked what aspects of the strategy would be the most difficult to deliver over the next five years. Officers highlighted the key challenge of dealing with digital exclusion through the development of digital skills. In relation to "Digital by Design", officers stressed the importance of ensuring everything that we do is central to citizen needs. And finally, Officers highlighted the challenge of keeping up to date with the latest developments in technology, planning for the future but in the context of budget pressures.

- In relation to expanding agile working, Members asked how this was being linked with the aims of the Workforce Plan, and enabling staff to feel confident to work in that way. Whilst recognising that securing cultural change was difficult, officers assured the Committee that this area of work was being moved forward, and solutions found, in line with both the Digital Strategy and the Workforce Plan.

- Finally, officers highlighted the role Members could play in supporting the digital strategy and promoting the use of technology in the organisation, for example by becoming a digital champion.

Resolutions and Actions

The Committee noted the review of progress, and agreed to forward its comments regarding the Customer Insight Data to the Cabinet Member:

- Members raised concerns that no on-going funding had been identified for the continued use of customer insight data. The Committee commented that this data was of huge value, and had underpinned a lot of the authority's work and decision making the in the last few years. Given the size of the organisation, and the range of services we provide, the Committee was of the view that this information was invaluable, and should be funded as a "spend to save" item, particularly given the new requirements of the Wellbeing of Future Generations Act. It was also noted that this information was being used to support the work of the Public Services Board, helping to deliver the statutory responsibilities we share with our partner organisations.

5   **Community Centres Recommendations Monitoring**

The Head of Regeneration, Investment and Housing introduced the report, outlining the progress that had been made in implementing the Committee's recommendations arising from its review of Community Centres.

The following points were discussed:

- Members queried the statement that "each centre how has a webpage on the council system", as this was not the case as far as Members were aware. The Head of Service agreed to double check the availability of webpages and report back to the Committee.

- Members questioned the proposal to develop an awards ceremony for voluntary achievements, as this was not what they had envisaged when they made the recommendation to "promote and celebrate voluntary achievements". It was felt a ceremony was more competition focussed, when the intention was simply to write and thank volunteers for their contributions. The Head of Service agreed that an amendment would be made to this action.

- It was confirmed that the action plan had previously been considered and agreed by the Committee at its meeting on 14 October 2015 (web link).

- The Committee asked to be kept updated on the progress of the working group set up to look into the use of neighbourhood facilities.

- Members asked what strategies were in place to mitigate the risk that over 50% of community centres have bookings from services reliant on external grant funding, particularly in light of the recent announcement to end the Communities First programme. It was recognised that there would always be an ongoing risk with external funding, and while it had been announced that Communities First programme would be phased out, no details had yet been released on how this would be implemented or what new funding streams might replace it. However it was noted that external funding was on the increase, and the authority was successful at attracting external funding, with a strong community regeneration team in place. Although the future picture was currently unclear, officers were confident that the authority was in a strong position to mitigate against the loss of Communities First by developing other funding streams, and using our expertise to lead on regional bids.

- Members raised concerns regarding the backlog of repairs for the centres. It was recognised that there was a limited budget for repairs; however this was not part of the report under consideration, but the wider corporate asset management plan. While this review had enabled some positive steps to be taken to make centres more sustainable, a wider piece of work was still needed to look at a long term strategy for all outward facing buildings in the council's ownership.

- Officers agreed to provide further information to the Committee on progress with asset disposal.

- Members noted the positive progress made through the recommendations and action plan, in keeping the centres open and working together to find solutions. However it was also recognised that these solutions were not sustainable in the long term, and alternative options such as Community Asset Transfer needed to be considered, to build on the progress made and develop a more sustainable strategy for the future of community assets.

Resolutions and Actions

The Committee noted the progress made on delivering the action plan, and the comments and actions outlined above.

6   **2015-16 Adult Protection Annual Report**

The Safeguarding Service Manager presented the report, giving a brief overview of the last year's figures on adult protection.

The following points were discussed:

- Members noted that progress against the planned actions was mostly on track ("green"). Officers responded that there had been an 11% drop in referrals overall, and a lot of work was being done on training and early referrals, preventing potentially abusive situations from occurring.

- Members requested that figures be provided to show comparisons with previous years. Officers agreed that these figures would be forwarded to Members, and included in future annual reports.

- On Appendix 2 / Table 8 of the report (number of cases closed / still open), Members added that it would be useful to have data on the length of time cases are open to give an indication of their complexity. It was confirmed that some cases were kept open due to ongoing police investigations, for example, after the support of the authority had been put in place. It was agreed a note to that effect would be useful.

- It was confirmed that further information on corporate safeguarding responsibilities and new regulations would be provided at the joint scrutiny meeting scheduled for 23 November.

- On Appendix 2 / Table 4 of the report (persons alleged to be responsible for abuse), Members queried the 30% of persons 'unknown'. It was agreed that information could be provided on the types of offences involved in this figure. It was highlighted that these figures related to alleged abuses, and a much lower figure would have been substantiated claims. One of the challenges of the care sector was the high level of reporting in this area, which the authority has a responsibility to investigate.

- Members asked how training and supervision was enforced and monitored for staff external to the council. It was clarified that this was built into the POVA processes, and a number of safeguards were also built into commissioning relationships to ensure compliance in this area. Any trends were closely monitored through our quality processes, and providers could be identified as "services of concern" if there was a problem. Contract and commissioning managers were also trained up to ensure rigourous processes were in place, and the consequences of non-compliance for providers were significant in terms of losing contracts.

- On Appendix 2 / Table 6 (outcomes for alleged perpetrators), Members asked for confirmation that the 7 prosecutions did not refer to directly employed NCC staff.

- It was confirmed that training was mandatory for commissioned services, and this was tracked through our contract monitoring arrangements.

- Members asked if any support was provided to the alleged perpetrators. Officers responded that support would depend on the role and duties of the individual. Examples given included a temporary change of role to minimise further risks, being provided with a contact officer for support, or receiving additional training.

- Officers confirmed that they expected to be fully compliant with the Welsh Government's new legislation by the end of the year. The authority was already compliant with the duty to report, and the duty to enquire within 7 days.

- Members queried progress on the work to eradicate the practice of Female Genital Mutilation, and highlighted the importance of putting a strategy in place to work with communities and community leaders and demonstrate progress made locally.

Resolutions and Actions

The Committee agreed to accept the report and noted the progress made against the updated action plan.

7   **Work Programme**

Consideration was given to a report on the Committee's work programme for the year, and in particular for the upcoming meetings. The following updates were reported:

- Members were invited to attend a joint scrutiny seminar on the WAO's Review of the Gwent Frailty Service, to be held in Caerphilly Council Chamber on Friday 21 October.
- A joint meeting that was to be convened in November or December to report the CSSIW's Annual Performance Evaluation Report on Social Services had been removed from the work programme, due to changes to the annual reporting arrangements.
- An outcome monitoring report on the IT review was to be rescheduled for October 2017.

Resolutions and Actions

To endorse the work Programme attached as Appendix 1 of the report, in particular the agenda content for the next two meetings.

The meeting terminated at 6.15pm.

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Scrutiny Report

Community Planning & Development Scrutiny Committee

Part 1

Date: 23 November 2016

Subject 2016/17 Half Year Service Plan Reviews

Author Senior Overview and Scrutiny Officer

The following have been invited to attend for this item:

People and Business Change:
- Councillor Mark Whitcutt, Cabinet Member for Finance and Resources
- Councillor Roger Jeavons, Cabinet Member for Community Services, Work and Skills
- Rhys Cornwall, Head of People and Business Change

Law and Regulation:
- Councillor Bob Poole, Cabinet Member for Regulatory Functions
- Gareth Price, Head of Law and Regulation

Adult and Community Services:
- Councillor Paul Cockeram, Cabinet Member for Adult Social Services and Housing
- Chris Humphrey, Head of Adult and Community Services

Section A – Committee Guidance and Recommendations

1 Context

1.1 Service planning and review is an important part of the strategic planning process. The Local Government Measure 2009 places a duty upon local authorities to "make arrangements to secure continuous improvement in the exercise of their functions". In order to discharge this duty, the Authority must be able to demonstrate the improvement made through its performance planning and reporting processes.

1.2 On 5 September 2016, Cabinet agreed a new Performance Monitoring Reporting Framework. Within this new framework, service plans will continue to be monitored and reviewed by the Scrutiny Committees at the mid- and end- year point. In addition, Scrutiny Committees will receive the Improvement Plan Objective updates that had previously been reported to Performance Board. Scrutiny Committees will also receive all performance reports submitted to Cabinet by email for information.

1.3 The Service Plan monitoring cycle is as follows:

June / July: Year-End Service Plan Reviews to Scrutiny Committees for previous year

New Service Plans signed off by Cabinet Members and circulated to Scrutiny Committee Members for information

November: Half-Year Service Plan Reviews to Scrutiny Committees

1.4 The half-year review provides an important opportunity to monitor progress that has been made during the year to date and raise any concerns. The Scrutiny Committees play a key role in ensuring that performance is monitored independently, bringing public accountability to the process.

1.5 While there are crossovers between the service areas and scrutiny portfolios, to ensure clear lines of accountability and avoid duplication, service plans are reported to scrutiny as follows:

Community Planning and Development	Learning, Caring and Leisure	Street Scene, Regeneration and Safety
• People and Business Change • Law and Regulation • Adult and Community Services	• Education • Children and Young People's Services	• Street Scene and City Services • Finance • Regeneration, Investment and Housing

2 Information Submitted to the Committee

2.1 Each Head of Service has completed a mid-year review of their service plan for 2016-17. The full reviews have been circulated to the appropriate Committees by email for information.

2.2 Service plan performance is reported to Scrutiny Committee meetings on an exception basis. This report therefore focuses upon the main variances in performance against the service plans. These exceptions have been identified by Scrutiny and Performance Officers and approved by the Chair in line with the agreed process. The purpose of exception reporting is to ensure Members' questions are focused upon the main areas of concern, therefore making the best use of the Committee's time.

2.3 The following reports are attached:

Appendix:

A. People and Business Change Dashboard;
B. People and Business Change Exception Report;

C. Law & Regulation Dashboard;
D. Law & Regulation Exception Report;

E. Adult & Community Services Dashboard;
F. Adult & Community Services Exception Report.

2.4 Please note, in the main these reports use the "traffic light" reporting system:

- Green – on track
- Yellow – deviation from plan, issues will be resolved by the end of the financial year
- Red – project is of concern, issues have arisen that will not be resolved by the end of the financial year.

3 Suggested Areas of Focus

3.1 The half-year reviews set out how the service area has performed against key objectives during the first half of the year (April – September). The role of the Committee at this half-year stage is to

- consider and note the progress that is being made in delivering the Plan
- highlight any areas of concern where targets are not being met, or insufficient progress is being made.

3.2 In considering the exception reports, Members may wish to consider:

Proposed measure changes

- Have sound reasons been provided for the measure change?
- Has the change been through the agreed approval process? (approved by Senior Leadership Team and discussed with Cabinet Member)
- What impact will this have, if any, on performance and service delivery?

Assessing areas of underperformance

- How are the Cabinet Member and Head of Service working together to challenge and monitor underperforming measures / outcomes?
- What actions are planned to improve performance? And by when?
- Is the underperforming outcome / measure still relevant / realistic?
- Are the targets set realistic / appropriately challenging?
- Are there sufficient resources in place to improve performance? And if not, can additional resources be committed?
- Is the problem long or short term? i.e. is there a history of underperformance here that warrants further investigation?

Responding to regulatory reports and recommendations

- What progress has been made in addressing the regulators' recommendations and proposals for improvement?
- Do / will the actions taken / proposed fully address the regulator's concerns?
- Has action been taken within a reasonable timescale?

Scrutinising risk

- Has the risk been appropriately assessed and categorised? Can this be demonstrated?
- How is the risk being managed / mitigated / monitored?
- What level of success is expected from the planned mitigation measures?
- What are the resource implications of mitigating this risk? e.g. budgetary pressures, staffing allocations etc?

Wellbeing of Future Generations (Wales) Act 2015

- The 2016/17 Service Plans make reference to the WFG Act and the mid-year reviews should demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services:

  o *Long Term*
    The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs

- *Prevention*
  How acting to prevent problems occurring or getting worse may help public bodies meet their objectives

- *Integration*
  Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

- *Collaboration*
  Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives

- *Involvement*
  The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

4   Recommendations to the Committee

4.1   To consider and question any variances in delivering the Service Plans at this half year stage; and

4.2   To highlight any areas of concern to the relevant Cabinet Member(s).

Section B – Supporting Information

5   Additional Data and Analysis

5.1   The Scrutiny Committee considered the 2015-16 Service Plan Year End Reviews at the meeting on the 20 July 2016 for the following service areas:
- Adult & Community Services;
- Law and Regulation;
- People and Business Change

Please click on the following link to view the minutes of the meeting on 20 July where members discussed the related 2015-16 Service Plan Year End Reviews:

https://democracy.newport.gov.uk/documents/g6604/Printed%20minutes%2020th-Jul-2016%2016.00%20Community%20Planning%20and%20Development%20Scrutiny%20Committee.pdf?T=1

Links to the reports and the current 2016-17 and previous 2015-16 Service Plans are also included in the Background Papers in Section 9 of this Report.

Links to Council Policies and Priorities

6   The Service Plans should demonstrate how each service is contributing to the delivery of the Council's priorities and plans.

Risks

7   The service plan process adopts a risk based approach and sets out proposals to manage individual risk. The Scrutiny Committee is asked to assess whether risks are being properly managed as part of this review.

Financial Implications

8   Service plan reviews are being undertaken from within existing resources. Financial implications of specific projects within the service plans will be considered through the appropriate decision making processes as the service plans are delivered.

Background Papers

9   Full half year review reports (these have been circulated to Committee Members by email for information).

Service Plan background documents (weblinks provided for online access, paper copies available upon request).

Adult and Community Services	Service Plan 2015/16	Year End Review 2015/16	**Service Plan 2016/17**
Law and Regulation	Service Plan 2015/16	Year End Review 2015/16	**Service Plan 2016/17**
People and Business Change	Service Plan 2015/16	Year End Review 2015/16	**Service Plan 2016/17**

Report Completed: 16 November 2016

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People & Business Change Mid-Year 2016/17 Service Plan Review – Summary Dashboard

The table below provides a snapshot of the key service area achievements at the mid-year point; this is supported by a comprehensive service area mid-year review.

Summary – Key Areas of Service Delivery

- Overall, the Service Area is making steady improvement in challenging circumstances. Good progress has been made in providing a simplified and resilient IT infrastructure including a proposal to join the Shared Resource Service as an alternative delivery model for IT with improvements to business continuity arrangements. A compliant IT infrastructure is being maintained and information risk management continues to be an important activity for the council. Data is being proactively published on the council's website with data cleansing and the development of a single customer record. The development of digital skills includes the award of Digital Inclusion Charter, continued roll out of the Electronic Document Management (EDMS) system and hybrid mail solution.

- Delivery of digital strategy outcomes with improved connectivity in the city includes the delivery of Wi-Fi in public buildings, public transport and across part of the city centre with a large number of users. The Public Safety Network now hosts the CCTV system for the city. Support has been provided to businesses and national initiatives.

- The Change programme is predicted to meet 95% of its financial targets with the remainder being permanently mitigated. The development of the 2017/18 MTRP/Change programme is on track and this process will conclude in March with council consideration of the 2017/18 budget. Work is continuing to support, train and mentor the organisation in project and change management with a programme of initiatives being implemented over the year. A new organisation wide Performance Management System has also been successfully implemented. This will provide the platform for a cultural shift in the way performance is managed across the organisation.

- A major revision to the risk register was completed, approved and reported through Cabinet and the Audit Committee. The co-ordination and planning of Welsh Audit Office reviews has been successfully completed and good working relationships with new personnel have been established.

- The Partnership Team have been supporting both internal and external partners to deliver the requirements of the Well-being of Future Generations Act including the establishment of the Public Services Board, and work on engaging communities to support the Well-being Assessment. The Single Integrated Plan Annual Report 2015-16 was received by Scrutiny in line with the performance management framework.

- The team continue to support communities and the equalities agenda, in line with new equalities objectives and the Welsh Language Standards. In this period this work also includes safeguarding training for schools and other partners, developing support for the vulnerable people scheme, delivery of independent advice to victims of domestic abuse and a coordinated approach to reduce numbers of young people not in education or training.

- The HR service is continuing to deliver changes in relation to workforce planning, engagement and recognition. The Workforce Plan 2016/17 has been published and officers are working with service areas to improve their knowledge and awareness of workforce planning to ensure structures are fit for the future. As part of this work, the council's new Apprenticeship scheme has started with all 12 apprentices taking up post in a wide range of roles across all service areas.

- As Total Reward comes to an end, with all appeals being concluded in 2015/16, this year will see the introduction of a flexible benefits package for the workforce. A partner organisation has been identified to deliver the platform of offering and the scheme will be launched at the Staff Conference on 20th October.

- Employee engagement has been a focus for the first half of the year and we have restarted the important work of the Employee Panel and focus groups to ignite the wider workforce being able to share their views and influence future decision making.

Service Area Outcomes Overview

	Outcome	RAG Status
Outcome number 1	To provide a simplified and resilient IT infrastructure, ensuring that staff have secure access to the information and systems as a modern enabled workforce, supporting service delivery	**Green**
Outcome number 2	Delivery of digital strategy outcomes with improved connectivity in the City for access for citizens, partners and businesses, supporting economic growth	**Green**
Outcome number 3	Secure and deliver change and continuous improvement for the Council	**Green**
Outcome number 4	To develop a healthy, engaged and skilled workforce as we move towards our vision of Newport 2020	**Green**
Outcome number 5	Working closely with partners to ensure we are delivering better services, based on clear evidence, whilst identifying and responding to policy challenges	**Green**
Outcome number 6	Ensuring citizens are able to help shape priorities and service provision of NCC and its partners through sound engagement and consultation activities	**Green**

Performance Highlights

2015/16 Quarter 2 Performance

9 Green measures (75 %)	3 Amber measure	0 Red measures

Total Measures	13 Measures (including 1 national measure), 1 annual measure where data is not due.

Amber measures

PI reference and name	Type	Frequency	High Values	Actual Q2 (16/17)	Target Q2 (16/17)	Previous year (Q2 15/16)
C&I/L/001 ICT Calls in Timescale %	Local	Q	Good	80.23%	85% (A)	-
C&I/L/005 FOI Responses on time	Local	Q	Good	84.86%	88% (A)	-
SLT/010 Performance above target % green	Local	M	Good	63%	70% (A)	74% (G)

Risk Update

- 9 risks in total - 3 high risks at start of the year, 1 has been re-assessed as medium high, 1 remains medium/high and 1 has been mitigated and re-assessed as medium.

Risks and Opportunities	Assessment given in original service plan (high, med, etc)	Mitigating Actions	Assessment at October 16
As at March 2016 implementing the Welsh Language Standards remains in RISK 1: Legislative Requirements in the Risk Register, alongside the Social Services Act and Future Generations. Both probability and impact of non-compliance were high.	High	We have taken a whole authority approach to implementing change, allocating responsibility to the service areas and putting governance arrangements in place through the Welsh Language Implementation Group and Strategic Equality Group

An additional £280,000 has been put into 2016/17 base budgets to deliver the Welsh Language Standards, with most of that amount ear-marked for developing a sustainable translation service.

We have been engaged in the process of challenging certain Standards with the Welsh Language Commissioner to ensure that Newport has a compliance notice which is consistent and in-line with those of other Authorities. The roll out of a new Compliance Notice remains challenging, however governance arrangements ensure that we take a risk based approach to compliance, focused on sustainable change. | Medium/High |
| Constrained corporate enabling resource which will detrimentally impact on the Council's ability to support front line delivery and the Council's Change Programme which enables improvement and underpins the MTRP. | Medium/High | Review resource requirements across relevant corporate functions.
Review resourcing options. | Medium/High |

PFI and Recommendations

- The Service Area is subject to 3 Proposals for Improvement and 2 Recommendations from the latest Wales Audit Office Corporate Assessment Review.

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SERVICE PLAN PERFORMANCE - EXCEPTION REPORT

NOTE TO COMMITTEE MEMBERS:

Service Plan performance is reported to Scrutiny Committee meetings on an exception basis. This report therefore focuses upon the main variances in performance against the service plans. These exceptions have been identified by Scrutiny and Performance Officers and approved by the Chair in line with the agreed process. Members are also provided with the Summary Dashboard to give a snapshot of performance across the whole service plan.

Full service plan review reports have been circulated to Committee Members for information by email. The purpose of exception reporting is to ensure Members' questions are focused upon the main areas of concern, therefore making the best use of the Committee's time. However, **all Committee Members are expected to have read the full review reports** to ensure the exceptions are considered in the context of performance across the board. Members have also been invited to submit questions to the Chair in advance on any areas not included in the exception reports.

People and Business Change Half Year Service Plan Review 2016/17

Section 1. Summary

Overall, the Service Area is making steady improvement in challenging circumstances. Good progress has been made in providing a simplified and resilient IT infrastructure including a proposal to join the Shared Resource Service as an alternative delivery model for IT with improvements to business continuity arrangements. A compliant IT infrastructure is being maintained and information risk management continues to be an important activity for the council. Data is being proactively published on the council's website with data cleansing and the development of a single customer record. The development of digital skills includes the award of Digital Inclusion Charter, continued roll out of the Electronic Document Management (EDMS) system and hybrid mail solution.

Delivery of digital strategy outcomes with improved connectivity in the city includes the delivery of Wi-Fi in public buildings, public transport and across part of the city centre with a large number of users. The Public Safety Network now hosts the CCTV system for the city. Support has been provided to businesses and national initiatives.

The Change programme is predicted to meet 95% of its financial targets with the remainder being permanently mitigated.   The development of the 2017/18 MTRP/Change programme is on track and this process will conclude in March with council consideration of the 2017/18 budget. Work is continuing to support, train and mentor the organisation in project and change management with a programme of initiatives being implemented over the year. A new organisation wide Performance Management System has also been successfully implemented. This will provide the platform for a cultural shift in the way performance is managed across the organisation.

A major revision to the risk register was completed, approved and reported through Cabinet and the Audit Committee. The co-ordination and planning of Welsh Audit Office reviews has been successfully completed and good working relationships with new personnel have been established.

The Partnership Team have been supporting both internal and external partners to deliver the requirements of the Well-being of Future Generations Act including the establishment of the Public Services Board, and work on engaging communities to support the Well-being Assessment. The Single Integrated Plan Annual Report 2015-16 was received by Scrutiny in line with the performance management framework.

The team continue to support communities and the equalities agenda, in line with new equalities objectives and the Welsh Language Standards. In this period this work also includes safeguarding training for schools and other partners, developing support for the vulnerable people scheme, delivery of independent advice to victims of domestic abuse and a coordinated approach to reduce numbers of young people not in education or training.

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As Total Reward comes to an end, with all appeals being concluded in 2015/16, this year will see the introduction of a flexible benefits package for the workforce. A partner organisation has been identified to deliver the platform of offering and the scheme will be launched at the Staff Conference on 20th October.

Employee engagement has been a focus for the first half of the year and we have restarted the important work of the Employee Panel and focus groups to ignite the wider workforce being able to share their views and influence future decision making.

3b How success will be measured - to the end of September 2016

(Performance for annual measures not included, data will be reported at year end)

Service Plan Measures

	Measure	Actual (YTD)	Target (YTD)	Target	DoT
	Status	115.22	100.00	n/a	⬆
...	Newport City Council : Employee Sickness (M)	4.31	4.84	⭐	⬆
...	C&I/L/001 ICT Calls in Timescale % (Q)	80.23%	85.00%	🟠	⬆
...	C&I/L/005 FOI Responses on time (Q)	84.86%	88.00%	🟠	⬆
...	HRP/042 Initial response to wellbeing referrals actioned within 5 working days (Q) (SP)	100%	98%	⭐	➡
...	HRP/046 % managers developing managerial skills (Q) (SP)	8.1%	8.0%	⭐	🔺
...	PBC/055 ICT System Availability (Q)	99.71%	99.00%	⭐	⬆
...	HRP/049 Number of employees trained in Welsh awareness (Q)	130	70	⭐	⬆
...	HRP/051 Number of staff trained in PVE (Q)	332	100	⭐	⬆
...	PBC/053 Number of young people actively involved in Newport Youth Council work (Q)	26	14	⭐	⬆
...	PBC/054 Number of meetings between the Newport Youth Council and decision makers (Q)	1	0	⭐	⬆
...	PBC/056 Use of Public Wifi in the city (Q)	484,146	375,000	⭐	⬆
...	SLT/010 Performance above target % green (M)	63	70	🟠	🔺
PBC Annual Measures					
	Measure		Target		DoT
...	CHR/002 National Sickness Days lost (A)		⭐		❓

Key for measure RAG status
⭐ Green - on target
🟠 Amber - slightly short of target (15% tolerance)
🔺 Red - off target (over 15% away)
❓ Pink - Data missing/ not available

The performance for annual measures will be reported in the Year End Review, the table to the left shows the annual measures for information.

Common Measures

Measure	Actual	Source Date	Target	Target	DoT
... C&I/L/013 Customer complaints answered in timescales (M)	?	31/08/2016	80.0%	?	?
CCC Jobs within SLA % (M)	?	30/09/2016	85.0%	?	?
... CHR/002 (N) Total Sickness Days Lost>	597.01	30/09/2016	?	n/a	?
... Employee Sickness (M)	4.03	30/09/2016	3.76	▲	↗
... Employee Sickness Long Term (M)>	3.02	30/09/2016	2.45	▲	↗
... Employee Sickness Short Term (M)	1.01	30/09/2016	1.26	★	⬆
... Employee Turnover (M)	5.06%	30/09/2016	?	!	?
FIN/L/021 % of Cost Centre forecasts approved by budget manager (M)	67.9%	30/09/2016	75.0%	●	↗
... NHR/001 Your Review Completed % (M)	6.3%	30/09/2016	46.5%	▲	⬆
... NHR/010 RTW in 7 calendar days % (M)	70.45%	31/08/2016	92.52%	▲	↗
... NHR/012 Overtime	£3,134	30/09/2016	£2,246	▲	↗
... NHR/013 Agency	£59,466	30/09/2016	£56,147	▲	⬆

Data correct as at 7th November 2016

Section 4. Improvement Objectives

The Improvement Plan is currently a two year plan due to the elections planned for next year, the content of Improvement Plan Objectives has been reviewed to ensure that the actions are still relevant for 2017-18 and to further align them with the Wellbeing of Future Generations Act.

The service area contributes to Improvement Objective 5 – Supporting Young People into Education, Employment or Training.
The objective and measure changes are included in the Regeneration, Investment and Housing Mid-Year Service Plan Review.

Section 7. Risk update

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
As at March 2016 implementing the Welsh Language Standards remains in RISK 1: Legislative Requirements in the Risk Register, alongside the Social Services Act and Future Generations. Both probability and impact of non-compliance were high.	High	We have taken a whole authority approach to implementing change, allocating responsibility to the service areas and putting governance arrangements in place through the Welsh Language Implementation Group and Strategic Equality Group

An additional £280,000 has been put into 2016/17 base budgets to deliver the Welsh Language Standards, with most of that amount ear-marked for developing a sustainable translation service.

We have been engaged in the process of challenging certain Standards with the Welsh Language Commissioner to ensure that Newport has a compliance notice which is consistent and in-line with those of other Authorities. The roll out of a new Compliance Notice remains challenging, however governance arrangements ensure that we take a risk based approach to compliance, focused on sustainable change. | Medium/High |

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
Unsuccessful implementation of new Performance Management system which will improve the Quality and integrity of the performance data and support the change of the performance management culture across the Culture.	Low	Engage additional resource to support system implementation.	Low
Potential Impact of new legislation.	Medium/High	To review future and current legislation, determine likely impact, produce appropriate action plans and implement in a structured way. Support for the implementation of WFG Act and implementation of Welsh language standards provided by the policy team. Significant progress has been made at this stage in the year with a number of key activities completed, and reports to members.	Medium
Constrained corporate enabling resource which will detrimentally impact on the Council's ability to support front line delivery and the Council's Change Programme which enables improvement and underpins the MTRP.	Medium/High	Review resource requirements across relevant corporate functions. Review resourcing options.	Medium/High

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
Loss or misuse of data/information.	Medium	Digital Strategy, Annual Information Risk Report action plan, training programme for staff and Councillors. Information Governance Group role. Information Sharing Protocols. Information Risk Management policy. Information security incident management. Development of Information Asset Register. Privacy impact assessments.	Medium
Delivery of the digital by design agenda may see sectors of the community feeling disengaged or made more inaccessible.	Low	Focus on digital skills. Digital inclusion programmes. Digital Inclusion Charter.	Low
Funding needed to ensure a continuing robust, resilient and reliable infrastructure or change to new technologies to support more digital engagement are not available.	Medium	Change programme / MTFP Invest to save opportunities. Improved business continuity arrangements and testing of these	Medium
Capability and technical expertise of staff following fundamental changes in service delivery model for IT services.	Medium	Retraining and reskilling. Realignment of current requirements.	Medium

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
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.	Medium	The 2015/16 Workforce Plan was designed and published. Work is on-going for the 2016/17 Workforce Plan and looking to publish July 2016. Investment in Project Management and business change resources. 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. 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. 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.	Medium

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Law & Regulation Mid-Year 2016/17 Service Plan Review– Summary Dashboard

The table below provides a snapshot of the key service area achievements at the mid-year point; this is supported by a comprehensive service area mid - year review.

Summary – Key Areas of Service Delivery

- Once again, there has been a sustained level of performance during the first 7 months of 2016/17 in achieving the Performance Measures and in delivering the key projects within the Service Plan. However, the Performance Measures remain challenging, particularly in times of diminishing resources and increased demand.

- During the first quarter of 16/17, there were four indicators showing amber and one red. For the most part, these relate to the percentage of serious Public Protection complaints resolved with the target time of 6 months. However, the resolution rate improves throughout the year, as demonstrated by the fact that the one red indicator for trading standards complaints improved from 59% in quarter one to 95% in quarter two, which is now showing as green. The resolution rates for the other indicators have also improved significantly in the second quarter, and the targets should be met by the end of the year. This trend reflects the fact that complaints now tend to be more complex and take longer to resolve, but the final resolution rate is extremely good. There is only one PAM for the service, which relates to the numbers of broadly compliant food premises. Performance has improved significantly from the 83% target last year and currently stands at 95% for the second quarter for 16/17, which is above the Welsh average of 94% for 15/16. However, the nature of food premises in Newport and reduced resources makes it difficult to secure continuous improvements.

- The Service Area has continued to make excellent progress with key projects and critical milestones have all been achieved. The new composite work programme and the establishment of the Chairs Group have strengthened scrutiny arrangements and working protocols have been developed to clarify the relationship between Scrutiny and the Executive. However, further work will be required in 2016/17 to review the schemes of delegation in the Constitution and to improve corporate governance arrangements in readiness for the May 2017 Council elections. A training and induction programme for new Members will also have to be developed.

- These successes have been all the more significant because they have been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. However, the service area cannot sustain the same level and quality of service in the light of further significant budget savings. Discretionary services will have be reduced to a minimum or discontinued altogether, unless alternative sources of funding and/or delivery can be identified, and statutory enforcement work will have to be prioritised, with only essential or mandatory work being undertaken.

Service Area Outcomes Overview

	Outcome	RAG Status
Outcome number 1	To improve the efficiency and cost-effectiveness of professional and regulatory services and optimise the use of available resources	Green
Outcome number 2	To improve constitutional and corporate governance arrangements	Green
Outcome number 3	To extend and improve the use of technology and modernise working practices in order to underpin and drive service delivery changes	Green
Outcome number 4	To improve public health and consumer protection through the creation of a fairer and safer environment for Newport's residents, visitors and businesses	Green

Performance Highlights - 2016/17 Quarter 2 Performance

4 Green Measures (50%)	4 Amber Measure	0 Red Measures
Total Measures	9 Measures (including 1 PAM), 1 annual where no data is due yet	

Amber Measures

PI reference and name	Type	Frequency	High Values	Actual Q2 (16/17)	Target Q2 (16/17)	Previous year (15/16)
LS/L/008 Legal searches in 5 days	Local	M	Good	91.71%	98% (A)	96.62 (A)
LS/L/027 % ASB incidents resolved by wardens	Local	Q	Good	88.16%	95% (A)	-
PPN/009 Food establishments broadly compliant	PAM	Q	Good	95.05%	96% (A)	93.33% (G)
TRDSTD1 % significant breaches resolved (6 months)	Local	Q	Good	81.11%	90% (A)	-

Risk Update

4 risks in total.

2 high risks at start of the year which remain high at the mid-year point.

Risks and Opportunities	Assessment given in original service plan (high, med, etc)	Mitigating Actions	Assessment at October 15
Failure to meet increasing service demands and the requirements of new legislation due to budgetary pressures and the need to reduce staffing and other resources.	**High**	Increased use of technology and increased fee income will assist in meeting budgetary pressures. However, key statutory services can only be sustained by discontinuing non-essential enforcement work and reducing all discretionary services to an absolute minimum.	**High**
The transfer of the local land charges function to the Land register could have a significant impact upon service delivery and a loss of revenue. The Council would have to maintain the statutory registers and also deal with the CON29 additional enquiries but the statutory fees would be payable to the Land registry.	**High**	The Government has already confirmed its intention to pass the necessary legislation and initial meetings have been held with the land registry to discuss the feasibility of the transfer and the compatibility of back-office systems. However, it is understood that funding may be provided to assist with the additional costs of the transfer process. There are no other mitigation measures that the Council can put in place.	**High**

PFI and Recommendations

- The Service Area contributes to actions for 3 Recommendation from the Wales Audit Office.

SERVICE PLAN PERFORMANCE - EXCEPTION REPORT

NOTE TO COMMITTEE MEMBERS:

Service Plan performance is reported to Scrutiny Committee meetings on an exception basis. This report therefore focuses upon the main variances in performance against the service plans. These exceptions have been identified by Scrutiny and Performance Officers and approved by the Chair in line with the agreed process. Members are also provided with the Summary Dashboard to give a snapshot of performance across the whole service plan.

Full service plan review reports have been circulated to Committee Members for information by email. The purpose of exception reporting is to ensure Members' questions are focused upon the main areas of concern, therefore making the best use of the Committee's time. However, **all Committee Members are expected to have read the full review reports** to ensure the exceptions are considered in the context of performance across the board. Members have also been invited to submit questions to the Chair in advance on any areas not included in the exception reports.

Law and Regulation Half Year Service Plan Review 2016/17

Section 1. Summary

Once again, there has been a sustained level of performance during the first 7 months of 2016/17 in achieving the Performance Measures and in delivering the key projects within the Service Plan. However, the Performance Measures remain challenging, particularly in times of diminishing resources and increased demand.

During the first quarter of 16/17, there were four indicators showing amber and one red. For the most part, these relate to the percentage of serious Public Protection complaints resolved with the target time of 6 months. However, the resolution rate improves throughout the year, as demonstrated by the fact that the one red indicator for trading standards complaints improved from 59% in quarter one to 95% in quarter

two, which is now showing as green. The resolution rates for the other indicators have also improved significantly in the second quarter, and the targets should be met by the end of the year. This trend reflects the fact that complaints now tend to be more complex and take longer to resolve, but the final resolution rate is extremely good. There is only one PAM for the service, which relates to the numbers of broadly compliant food premises. Performance has improved significantly from the 83% target last year and currently stands at 95% for the second quarter for 16/17, which is above the Welsh average of 94% for 15/16. However, the nature of food premises in Newport and reduced resources makes it difficult to secure continuous improvements.

The Service Area has continued to make excellent progress with key projects and critical milestones have all been achieved. The new composite work programme and the establishment of the Chairs Group have strengthened scrutiny arrangements and working protocols have been developed to clarify the relationship between Scrutiny and the Executive. However, further work will be required in 2016/17 to review the schemes of delegation in the Constitution and to improve corporate governance arrangements in readiness for the May 2017 Council elections. A training and induction programme for new Members will also have to be developed.

These successes have been all the more significant because they have been achieved against a continuing backdrop of financial pressures, budgetary constraints, the demands of new legislation and the programme of change. However, the service area cannot sustain the same level and quality of service in the light of further significant budget savings. Discretionary services will have be reduced to a minimum or discontinued altogether, unless alternative sources of funding and/or delivery can be identified, and statutory enforcement work will have to be prioritised, with only essential or mandatory work being undertaken.

3b How success will be measured - to the end of September 2016

(Performance for annual measures not included, data will be reported at year end)

Service Plan Measures

	Measure	Actual (YTD)	Target (YTD)	Target	DoT
	Status	110.58	100.00	n/a	⬈
...	ENVHLT1 % Significant issues resolved env health (Q)	90.20%	90.00%	⭐	⬈
...	HRP/041 Total number of social media followers (Q)	40,797	33,500	⭐	⬈
...	LS/L/008 Legal Searches in 5 days (M)	91.71%	98.00%	🟠	⬈
...	LS/L/012 Legal Childcare Proceedings in 10 days (M)	100.00%	95.00%	⭐	➡
...	LS/L/021 Customers seen within 10 minutes % (M)	98.49%	97.00%	⭐	⬈
...	LS/L/027 % ASB incidents resolved by wardens (Q)	88.16%	95.00%	🟠	⬈
...	PPN/009 Food establishments broadly compliant (Q)	95.05%	96.00%	🟠	🔺
...	TRDSTD1 % significant breaches resolved (6 months) (Q)	81.11%	90.00%	🟠	⬈
L&R Annual Measures					
		Actual (YTD)	Target (YTD)	Target	
...	Law & Regulation : LS/L/009 Legal Client satisfaction (A)	100.0%	92.0%	⭐	

The performance for annual measures will be reported in the Year End Review, the table to the left shows the annual measures for information

Common Measures

Measure	Actual	Source Date	Target	Target	DoT
⊞ C&I/L/013 Customer complaints answered in timescales (M)	52.6%	31/08/2016	80.0%	🔺	⬈
⊞ CCC Jobs within SLA % (M)	94.1%	31/08/2016	85.0%	⭐	🔺
⊞ CHR/002 (N) Total Sickness Days Lost>	738.79	30/09/2016	?	n/a	?
⊞ Employee Sickness (M)	4.26	30/09/2016	5.58	⭐	⬈
⊞ Employee Sickness Long Term (M)>	3.38	30/09/2016	4.14	⭐	⬈
⊞ Employee Sickness Short Term (M)	0.88	30/09/2016	1.57	⭐	🔺
⊞ Employee Turnover (M)	2.92%	30/09/2016	?	❗	?
⊞ FIN/L/021 % of Cost Centre forecasts approved by budget manager (M)	77.0%	31/08/2016	75.0%	⭐	🔺
⊞ NHR/001 Your Review Completed % (M)	6.4%	30/09/2016	39.8%	🔺	🔺
⊞ NHR/010 RTW in 7 calendar days % (M)	88.46%	31/08/2016	83.57%	⭐	⬈
NHR/012 Overtime	£1,770	30/09/2016	£5,216	⭐	⬈
NHR/013 Agency	£7,232	30/09/2016	£49,062	⭐	🔺

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

Data correct as at 7th November 2016

Section 7. Risk update

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
Failure to meet increasing service demands and the requirements of new legislation due to budgetary pressures and the need to reduce staffing and other resources.	High	Increased use of technology and increased fee income will assist in meeting budgetary pressures. However, key statutory services can only be sustained by discontinuing non-essential enforcement work and reducing all discretionary services to an absolute minimum.	High
Failure to deliver key projects on time and within budget would have a significant detrimental impact upon the regeneration of the City and the delivery of services.	Medium	Key regeneration projects continue to be delivered in accordance with agreed timetables, although certain economic and financial factors are beyond the Council's control.	Medium
The transfer of the local land charges function to the Land register could have a significant impact upon service delivery and a loss of revenue. The Council would have to maintain the statutory registers and also deal with the CON29 additional enquiries but the statutory fees would be payable to the Land registry.	High	The Government has already confirmed its intention to pass the necessary legislation and initial meetings have been held with the land registry to discuss the feasibility of the transfer and the compatibility of back-office systems. However, it is understood that funding may be provided to assist with the additional costs of the transfer process. There are no other mitigation measures that the Council can put in place.	High
Failure to communicate and engage effectively with staff, residents and other stakeholders affected by the transformational change programme required to deliver Newport 2020 vision	Low	Clear promotional activity of the efficiency and change programme and its achievements using tools such as the Council's website, together with a process for inviting comments and feedback.	Low

Adult & Community Services Mid-Year 2016/17 Service Plan Review – Summary Dashboard

The table below provides a snapshot of the key service area achievements at the mid-year point; this is supported by a comprehensive service area mid - year review.

Summary – Key Areas of Service Delivery

- Significant change has been implemented throughout the six month reporting period. In order to comply with the requirements of the Social Services and Well Being Act 2014 (Wales) there have been fundamental changes to assessment and care planning documentation, recording requirements and the way the offer of service is made. This represents a cultural shift in approach towards prevention and early intervention. The integrated assessment is now fully implemented so there has been a shift in emphasis towards identifying what matters to the individual and capitalising on their own resources to protect independence and deliver improved well-being.

- Areas to note are the implementation of the Reach preventative services Consortium (Newport Support Partnership). This will deliver services across the whole of Newport with a range of providers to offer early interventions to citizens. The principle of the service model means that it fits with the development of Information, Advice and Assistance services offered at the front door of Social Services and compliments the work of the Community Connectors.

- The first access point of Adult Services has been strengthened by the availability of an OT and a single access point for the management of safeguarding referrals. Direct Payments have also re-located to this team to ensure the offer of a direct payment occurs at the earliest point in the assessment process to maximise choice and independence.

- Further development of the Older Persons Pathway and continued collaboration with Health around Frailty and Reablement provision means that there is an evidenced shift towards preventative services for older people. Delayed transfers of care continue to show improvement as the hospital in reach service becomes established and communication and operational links with Health services improve.

- Collaboration with Health is further evidenced by the joint commissioning of mental health services across Gwent and strengthened partnership working in relation to the ongoing quality assurance offered to nursing homes in Newport.

- Challenges include the capacity of staff to deliver against the change agenda and of the pressure to facilitate this change in the context of ongoing budgetary pressures.

- During the next six months the focus must be to improve communication to ensure new services develop in a complimentary way that offer efficiencies and value without losing impact.

- Strategic focus needs to be maintained throughout this period of transition and beyond and staff will require ongoing training and support.

Service Area Outcomes Overview

	Outcome	RAG Status
Outcome number 1	To support people to remain living independently in their homes and communities	Green
Outcome number 2	People and Carers have access to the right social services care and support arrangements	Green
Outcome number 3	People say they feel safe	Green

Performance Highlights

2016/17 Quarter 2 Performance

7 Green Measures (70%)	3 Amber Measures	0 Red Measures

Total Measures	14 Measures (including 1 NSI & PAM), 4 annual measures where data is not due.

Amber Measures

PI reference and name	Type	Frequency	High Values	Actual (16/17)	Target (16/17)	Previous year (15/16)
CCAS/L/020 Number of people fully reabled	IP	Monthly	Good	219	225 (A)	231 (G)
ACS/22 Av age of adults entering residential care homes	National	Monthly	Good	79.8	83.5 (A)	-
ACS/21 Length of time adults are in care homes	National	Monthly	Bad	1,190.2 days	1,100 days (A)	-

Risk Update

- 4 risks in total - 1 high risk at start of the year which remains high at mid-year review

Risks and Opportunities	Assessment given in original service plan	Mitigating Actions	Assessment at October 15
Budget/demand cost pressures	High	The service areas have delivered significant budget savings over recent years and have managed demand; however the overall cost of care provision is increasing. Despite significant progress against savings targets still high risk of budget overspend. Ongoing focus on budget savings targets. In addition initiatives are being implemented to manage demand by focussing on preventative services i.e. Reach and mental health consortium offering IAA. Changes to the way services and signposting are offered at the front door of Social Services and investment in Community Connectors. Also more focus on reablement and the Frailty Pathway.	High

PFI and Recommendations

The Service area is not subject to any Recommendations or Proposals for Improvement from the Wales Audit Office

SERVICE PLAN PERFORMANCE - EXCEPTION REPORT

Adult & Community Services Half Year Service Plan Review 2016/17

Section 1. Summary

Significant change has been implemented throughout the six month reporting period. In order to comply with the requirements of the Social Services and Well Being Act 2014 (Wales) there have been fundamental changes to assessment and care planning documentation, recording requirements and the way the offer of service is made. This represents a cultural shift in approach towards prevention and early intervention. The integrated assessment is now fully implemented so there has been a shift in emphasis towards identifying what matters to the individual and capitalising on their own resources to protect independence and deliver improved well-being.

Areas to note are the implementation of the Reach preventative services Consortium (Newport Support Partnership). This will deliver services across the whole of Newport with a range of providers to offer early interventions to citizens. The principle of the service model means that it fits with the development of Information, Advice and Assistance services offered at the front door of Social Services and compliments the work of the Community Connectors.

The first access point of Adult Services has been strengthened by the availability of an OT and a single access point for the management of safeguarding referrals. Direct Payments have also re-located to this team to ensure the offer of a direct payment occurs at the earliest point in the assessment process to maximise choice and independence.

Further development of the Older Persons Pathway and continued collaboration with Health around Frailty and Reablement provision means that there is an evidenced shift towards preventative services for older people. Delayed transfers of care continue to show improvement as the hospital in reach service becomes established and communication and operational links with Health services improve.

Collaboration with Health is further evidenced by the joint commissioning of mental health services across Gwent and strengthened partnership working in relation to the ongoing quality assurance offered to nursing homes in Newport.

Challenges include the capacity of staff to deliver against the change agenda and of the pressure to facilitate this change in the context of ongoing budgetary pressures.

During the next six months the focus must be to improve communication to ensure new services develop in a complimentary way that offer efficiencies and value without losing impact.

Strategic focus needs to be maintained throughout this period of transition and beyond and staff will require ongoing training and support.

Section 2. Proposed measure changes

Measure (include reference)	Current target	Reason for change	New target (if applies)
SCA/019 Percentage of adult protection referrals completed where the risk has been managed		No longer required by Welsh Government. It has been replaced by measure ACS/18 (The percentage of adult protection enquiries completed within the statutory timescale)	N/A
SCA/007 Care Plan Reviews		No longer required by Welsh Government	N/A
SCA/18a Percentage of adult carers offered an assessment or review		No longer required by Welsh Government. A new measure has been proposed – due for approval in November 2016 (The number of assessments of need for support for carers undertaken during the year)	N/A
ACS/024 Number of assessments of need for support for carers undertaken during the year	N/A	This measure replaces SCA/018a	N/A
SCA/001 (N – Local Measure of the actual number of delayed transfers of care)		This measure has been removed as it's duplicated by measure 19 SCA (001) The rate of delayed transfers of care for social care reasons per 1000 population aged 75yrs or over.	N/A
SSL/015 Provision of Telecare packages	850	Target changed from 850 to 1000 to reflect current performance	1000
CCAS/L/015 Reablement – number starting reablement per month		Local Measure removed and replaced with 2 National Measures ACS/20 (a) The percentage of adults completed a period of reablement and have a reduced package of care 6 months later ACS/20 (b) The percentage of adults completed a package of reablement and have no package of care 6 months later	N/A

Measure (include reference)	Current target	Reason for change	New target (if applies)
CCAS/L/020 Number of people fully reabled		Local Measure removed and replaced with 2 National Measures ACS/20 (a) The percentage of adults completed a period of reablement and have a reduced package of care 6 months later ACS/20 (b) The percentage of adults completed a package of reablement and have no package of care 6 months later	N/A
Support for people in care homes		Removed as already reported within SCA/002 (b) Rate of older people who the Authority supports in Care Homes	N/A
Measure 21 Average length of time older people 65 plus are supported in residential care homes		New target based on the first 6 months data in the period. (No target previously set)	1100 days (3 years)
ACS/22 Average age of adults entering residential care homes	83.5 years	This was a new measure for 2016/17 no benchmark data or Welsh average data available hence the target was set internally as a best estimate.	83.5 years
ACS/23a Percentage of adults who have received advice and assistance and not contacted the service again during the next 6 months	38%	This is a new measure in line with the Social Services & Well Being Act – can't report until the 3rd/4th quarter of the year due to the measure timescale requirements. The target has been changed to reflect the projected performance identified within the first 6 months.	50%
ACS/23b Percentage of adults who have received advice and assistance and not contacted the service again during the next 6 months (over 75yrs)	38%	This is a new measure in line with the Social Services & Well Being Act – can't report until the 3rd/4th quarter of the year due to the measure timescale requirements. The target has been changed to reflect the projected performance identified within the first 6 months.	50%

Measure (include reference)	Current target	Reason for change	New target (if applies)
SCA/002a The rate of older people supported in the community		Removed from National set	N/A
SCA/002b Support for older people in care homes		Removed from National set	N/A

3b How success will be measured - to the end of September 2016

(Performance for annual measures not included, data will be reported at year end)

Measure	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Ta...	DoT
ACS/18 The percentage of adult protection enquiries completed within 7 days (M)	97.9%	90.0%	?	⭐	🔻
ACS/19 SCA/001 Delayed Transfers of Care (M)	1.28	2.04	29.22	⭐	⬆
ACS/21 length of time adults are in care homes (M)	1,190.2	1,100.0	?	🟠	⬆
ACS/22 Average age of adults entering residential care homes (M)	79.8	83.5	?	🟠	⬆
CCAS/L/026 OT Assessments & Reviews (IP) % (M)	91.6%	85.0%	?	⭐	🔻
CCAS/L/015 Number new frailty packages provided (SP) (M)	299	225	?	⭐	🔻
CCAS/L/020 Number of people fully reabled (IP, SP) (M)	219.0	225.0	?	🟠	⬆
CCAS/L/027 Number of integrated assessments completed per month (IP2a) (M)	720	240	?	⭐	🔻
SCA/001 (N) LA Residents Experiencing DTOC # (M)	15.0	24.0	?	⭐	⬆
SSL/015 telecare package # (IP1a) (M)	1,014	850	?	⭐	⬆

ACS/21 – After analysis of the detailed data there are a number of residents that should be excluded hence this measure is expected to be on target in

Common Measures

ACS Common Measures					
Measure	Actual	Source Date	Target	Target	DoT
C&I/L/013 Customer complaints answered in timescales (M)	100.0%	30/09/2016	80.0%	⭐	➡
CCC Jobs within SLA % (M)	39.0%	30/09/2016	85.0%	🔺	🔻
CHR/002 (N) Total Sickness Days Lost>	4,048.97	30/09/2016	?	n/a	?
Employee Sickness (M)	10.22	30/09/2016	7.88	🔺	⬆
Employee Sickness Long Term (M)>	8.43	30/09/2016	6.21	🔺	⬆
Employee Sickness Short Term (M)	1.78	30/09/2016	1.86	⭐	⬆
Employee Turnover (M)	5.50%	30/09/2016	?	!	?
FIN/L/021 % of Cost Centre forecasts approved by budget manager (M)	56.5%	31/08/2016	75.0%	🔺	⬆
NHR/001 Your Review Completed % (M)	3.7%	30/09/2016	39.8%	🔺	🔻
NHR/010 RTW in 7 calendar days % (M)	73.81%	31/08/2016	71.89%	⭐	🔻
NHR/012 Overtime	£37,647	30/09/2016	£51,646	⭐	⬆
NHR/013 Agency	£112,255	30/09/2016	£135,228	⭐	🔻

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

Data correct as at 7th November 2016.

Section 4. Improvement Objectives – See end of this report
Section 7. Risk update

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
Workforce capacity – across social care sector	Medium	Workforce development work stream as part of the SSWB Act implementation plan. Work with regional workforce development group to build relationship with Education providers. Sharing of information with providers services on workforce demands Develop care apprenticeships model. Now low risks are mitigated as Adults and Children's Services now have a joint workforce development strategy in place and are engaged with Corporate and Regional work streams Workforce plans are in place that highlight the need for succession planning, development through secondment and the implementation of Welsh standards.	Low
Care quality and provision – sustainability	Medium	Proactive and Partnership approach to working with providers. Open book accounting to understand costs and risks in the sector. Commissioning work in residential services in Newport City Council contributing to regional commissioning work including	Still medium – improvement overall but sector challenges still present a risk

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
Page 46		leading on some aspects. Population needs assessment to inform future demand. Care & Quality – outcomes monitoring tool implemented in consultation with providers. Monitoring visits undertaken and regular provider forum meetings Joint monitoring visits being conducted with Health to share intelligence and manage quality. National/Regional work streams – Dom Care recommissioning process in March 2016 secured a range of providers retained local provision - protecting businesses and providing sustainability to the market. New negotiated fee structure in Newport homes 2016/17 based on the principle of open book accounting delivering sustainability and addressing third party top ups in line with National Guidance. Continued engagement with Regional and National commissioning work streams. Also progressing collaborative initiatives with neighbouring Authorities in order to deliver	

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
		efficiencies and build sustainable service models e.g. Telecare. Regional approach to production of population needs assessment. Work on track for completion. Draft will be produced in November – public consultation in December 2016.	
Budget/Demand cost pressures	High	The service areas have delivered significant budget savings over recent years and have managed demand; however the overall cost of care provision is increasing. Despite significant progress against savings targets still high risk of budget overspend. Ongoing focus on budget savings targets. In addition initiatives are being implemented to manage demand by focussing on preventative services i.e. Reach and mental health consortium offering IAA. Changes to the way services and signposting is offered at the front door of Social Services and investment in Community Connectors. Also more focus on reablement and the Frailty Pathway.	High
Changes in legislation and proposed structures in Local Government.	Low	Changes are being considered to the Deprivation of Liberty Safeguards. Local Government reorganisation in Wales is being considered.	Low

Risks and Opportunities	Assessment given in original service plan (high, med, etc.)	Mitigating Actions	Assessment at October 16
		Consultation document published in 2015. The theory was that the DoLs legislation would change this year but it has now been put on hold for the foreseeable future. Welsh Government have updated the standard documents and Newport continues to develop knowledge and expertise in this area of work.

No proposed changes but more emphasis on collaboration and regional initiatives to deliver consistency and efficiencies. | |

Section 4. Improvement Objectives

The Improvement Plan is currently a two year plan due to the elections planned for next year, the content of Improvement Plan Objectives has been reviewed to ensure that the actions are still relevant for 2017-18 and to further align them with the Wellbeing of Future Generations Act.

Adult and Community Services has two objectives;

- **Improvement Objective 1**
  Improving independent living for older people

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

Changes to measures are reflected above in section 2. The objectives in full are set out below.

Improvement Objective 1

Improving Independent Living for Older People

Link to Corporate Plan: A Caring City
Link to Wellbeing Goals: A healthier Wales, A more equal Wales, A Wales of Cohesive Communities
Lead Cabinet Members: Cabinet Member for Adult Social Care and Housing
Lead Officer: Head of Adult and Community Services

What is the Improvement Objective?
As part of the Primary and Community Services Strategy for Wales, 'Setting the Direction', published in 2009, Health Boards across Wales have established a framework for primary and community service delivery called GP Clusters. In Aneurin Bevan University Health Board the concept has been broadened, recognising the contribution made by partner agencies, and the clusters are known as Neighbourhood Care Networks (NCN's). The NCN is a collaborative network comprising all Primary Care, health and social care community providers operating within the boundaries of the geographical footprint.

There are three NCN's established across Newport covering 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.

Newport City Council Adults Social Services has been working with colleagues from Aneurin Bevan University Health Board (ABUHB) to develop an integrated pathway for older people which aims to identify those most at risk of needing health and social care services in the future. This has involved working with GP's and the voluntary sector to put in place individuals plans called "Stay Well Plans "to sustain people in their home and support their taking responsibility for their own wee being and using community based support and use of preventative services such as befriending.

Why have we chosen this Improvement Objective? / Why is it important?
- The number of older people who receive timely advice and assistance will be improved through the roll out of the integrated older people's pathway and a cohort of older people will have a "Stay Well" plan in place.

- To continue to increase the percentage of people who receive a frailty/reablement intervention, have a reduced or no on-going care package that is; they have been reabled to full independence.

- This objective will contribute to the Well-being goals especially 'A healthier Wales', 'A more equal Wales' and 'A Wales of cohesive communities'

What have we done so far?

The NCNs in Newport have progressed over the last 2 years with the development of local plans that are based upon detail of the health and social care needs of the individual NCNs. In Newport they have led to the establishment of an Integrated Older Person's Preventions Pathway which has been piloted in one GP practice and will be rolled out across the City over the next 12months. In conjunction with Age Cymru a Care Facilitator role has been developed which works with an identified group of older people with health and social care needs to help them more effectively managed their situation through the use of "Stay Well Plans".

The effectiveness of these interventions is being evaluated through some key performance data including a target to reduce the number of GP and Nurse Contacts and unplanned Accident & Emergency visits. In addition we are recording the views of older people on the effectiveness of the service and we are also recoding additional benefits such as increasing financial resources as a result of welfare benefit advice.

In addition, the adult social services teams are discussing the future structures and configuration needed to most effectively deliver their responsibilities under the SSWB Act. A move towards alignment with the NCN footprints would enable us to take advantage of further opportunities for colocation and integration of service delivery as they arise.

What are we going to do?

What are we going to do this year?	What difference will it make?
1.1 To deliver an integrated assessment process for older people in 2015/16 based on the models developed in support of the Social Services & Well Being Act.	This will fulfil our responsibilities under the Social Services Act (2014) for implementation in 2016 and deliver an integrated approach for the benefit of older people.
1.2 To roll out the integrated pathway for older people needing care and support in the community across the NCN's in Newport.	To increase the number of older people who have a Stay Well plan in place to support their independence and well -being.
1.3 Restructure the operational adult social services teams on the NCN footprints.	Improving team structure will improve contact arrangements for people should their needs change, i.e. knowing which team clearly holds responsibility for their case work.

How will we know?

<u>A number of changes have been made to the performance indicators we are required to report on over the period covered by this improvement plan including the NSI data collection and also the National Outcomes Framework to support the implementation of the Social Services and Wellbeing (Wales) Act. This will mean that some of the performance indicators and targets set out below have been updated to reflect this.</u>

Measure		Current performance (March 2016)	Comparative performance (March 2015)	Target for 16/17	Target Changes
How much did we do?					
1a Provision of Telecare packages		847	622	850	
1b OT Assessment & Reviews		84%	N/A	85%	
~~1c Reablement – Number of people fully reabled~~		~~411~~	~~346~~	~~450~~	To be removed and replaced with the measure below which is part of the Social Services National Set
How well did we do it?					
~~1d The percentage of adults who completed a period of reablement have no package of care and support 6 months later~~		~~N/A~~	~~N/A~~	~~40%~~ **to review after 6 months**	To be removed and replaced with the measure below which is part of the Social Services National Set
1d The percentage of adults who completed a period of reablement	a)and have a reduced package of care and support 6 months later	N/A	N/A	New Measure	a) 65%
	b)have no package of care and support 6 months later	N/A	N/A	40%	b) 40% annual figures to be reported at the year end
Is anyone better off?					
1e The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service again (Over 75)		N/A	N/A	38% **to review after 6 months**	50%

Partnership & Collaboration: Who do we need to work with?

Stakeholder engagements events called Well Being workshops are planned for March and April with people and carers, voluntary organisations and professionals to introduce them to the older person's pathway and the Stay Well Plan

What risks do we need to manage and prevent?

Risk	Mitigation Activity	Risk Rating March 2016	Current Risk Rating
The funding for the establishment of the NCN's is via a granted future funding arrangement s will need to be considered in partnership with ABUHB	To work with ABUHG to identify alternative funding streams to support the role out of the OP Pathway.	Medium	
Impact of Adult Social Services Resources	To ensure that the roll out of the Older Person's pathway is compatible with Adult Social Services strategic outcomes and plans.	Low	

Is there a budget available to deliver improvement?

Action	Identified funding to deliver improvement (£'000)	Additional Financial comments
1.2 To deliver an integrated assessment process for older people in 2015/16 based on the models developed in support of the Social Services & Well Being Act.	£1,976	The budgets available to deliver this improvement objective have been identified from a number of areas involved in the assessment process.
1.2 To roll out the integrated pathway for older people needing care and support in the community across the NCN's in Newport.	£2,248	This budget includes Frailty services, telecare services, integrated equipment budget and £550,000 of Intermediate Care Fund external grant funding. Confirmation is awaited on the level of ICF funding for 1617.
1.3 Restructure the operational adult social services teams on the NCN footprints.	£1,378	This includes team budgets being restructured on NCN footprints

Improvement Objective 2

<u>Ensuring people have the right social services to meet their needs</u>

Link to Corporate Plan: A Caring City
Link to Wellbeing Goals: A healthier Wales, A more equal Wales, A Wales of Cohesive Communities
Lead Cabinet Members: Cabinet Member for Adult Social Care and Housing
Lead Officer: Head of Adult and Community Services

What is the Improvement Objective?
The implementation of the Social Services and Well Being Act (SSWB Act) will mean that we will be expected to work in partnership with the people who need the support of social services and also people who fulfil a caring role. 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 be expected to 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.

We are working with colleagues in developing an integrated assessment process for older people across health and social care and will be working to an all Wales eligibility process for people who need care and support. We will also need to ensure people have access to the right services to meet their outcomes whether these are services that we directly commission, services they may use in their local communities or when they arrange their own care and support through the use of a direct payment.

Why have we chosen this Improvement Objective? / Why is it important?
The development of a National Outcomes Framework for Social services will capture how we are achieving the objectives of the SSWB Act. This includes making sure people have access to timely information and advice and are given help to develop their support and care arrangements including co-production. The Council will have responsibility through commissioning role for ensuring that people can access the support they need to manage their care and high quality services, even where these are not directly contracted by the Council.

Prevention and Early Intervention will be essential in and will be delivered through an integrated approach with the NHS including the development of the Neighbourhood Care Networks and the development of the Older Person's Integrated Pathway project.

We will also need to ensure that staff and partner agencies such as our providers and third sector partners understand the SSWB Act and how this will impact on social services and what their contribution will be.

What have we done so far?

We have developed an adult services   pathway for people accessing social services and have started consultation with staff in the operational teams on the new team structures which will be in place by April 2016. The new teams will be based on the NCN geographical footprint which will enhance our ability to work in an integrated way with colleagues in the NHS and will ensure that the people who have a care and support plan will belong to one team based on where they live rather than the type of condition or service they need.

In line with our responsibilities to improve the information, advice and assistance offer aspect of the SSWB Act 2014, we have started work to review the arrangements for First Contact and will be strengthening the experience people can expect and range of services we offer so that only those people who need to progress further do so. This will include reviewing our current arrangements for access to telecare and improving the efficiency of our systems in the reablement teams.

We have reviewed our arrangements with the third sector and following consultation with our partners in this sector and people who use these services and their carers and have redesigned our commissioning arrangements. The new model will involve developing a lead provider who will be required to establish a collaborative network with other key providers.

What are we going to do?

What are we going to do this year?	What difference will it make?
2.1 Establish the pathway for adult social services across health and social care based on the NCN footprint and ensure we have configured our resources to deliver the new Act	This will clarify what functions and services will be required at each stage of the pathway and clarify
2.2 Restructure the operational adult social services teams.	Improving team structure will improve contact arrangements for people should their needs change, i.e. knowing which team clearly holds responsibility for their case work.
2.3 Develop and implement the integrated assessment tools, including a carer's assessment and a care and support plan. Develop the use of mobile technology to capture assessment information and support co-production of care and support plans.	This will fulfil our responsibilities under the Social Services Act (2014)for implementation in 2016
2.4 Review and recommission services as necessary to ensure they are in line with the requirements of the SSWB Act.	This review will ensure people have the right care and support arrangements that support and promote their independence.
2.5 Review and develop our systems and processes to ensure they are in line with the new national outcomes framework for the SSWB Act, including the new requirement to undertake surveys.	Ensure that our reporting arrangements accurately record that we are recording that people have the services they need to achieve their outcomes.
2.6 Under take a Questionnaire of people who have a care and support plan to understand: - _Percentage who reply: I feel safe Percentage who reply: I was treated with dignity and respect Percentage who reply: I can do the things that are important to me	To work with people who have a care and support plan to ensure that they are receiving the right support and services to meet their outcomes.

How will we know?

A number of changes have been made to the performance indicators we are required to report on over the period covered by this improvement plan including the NSI data collection and also the National Outcomes Framework to support the implementation of the Social Services and Wellbeing (Wales) Act. This will mean that some of the performance indicators and targets set out below have been updated to reflect this.

Measure	Current performance (March 2016)	Comparative performance (March 2015)	Target for 16/17	Target Changes
How much did we do?				
2a Number of Integrated Assessments Completed per month	Annual Figure 542	N/A	40 per month	
2b Support for People in Care Homes	57%	63%	56%	Measure no longer required by Welsh Government
How well did we do it?				
2c Number of LA residents experiencing DToC	32	55	30	
2c The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.				4.08 per 1000
2d Carers Offered Assessment or Review	74%	22%	85%	
2d Number of assessments of need for support for carers undertaken during the year				
Is anyone better off?				
2e Adult Protection Risk Managed	96%	97%	99%	
2e The percentage of adult protection enquiries completed within statutory timescales	N/A	N/A	90%	

Partnership: Who do we need to work with?

We need to ensure that staff and partner agencies such as our providers and third sector partners understand the SSWB Act and how this will impact on social services and what their contribution will be.

Our teams will need to develop our relationship with the NCN Managers and GP's and other health professionals working within these footprints.

Ensure people that we provide with care and support and their carers understand the changes being made through regular engagement events and consultation.

What risks do we need to manage?

Risk	Mitigation Activity	Risk Rating March 2016	Current Risk Rating
Delivering a new service structure while maintaining the operational delivery and performance outcomes.	Utilisation of agency staff on a managed basis Support staff through change management processes	Medium	
Ensuring that we support the delivery of high quality services through our contract arrangements.	Maintain Quality Assurance of contracted services on a planned basis	Low	

Is there a budget available to deliver improvement?

Improvement Objective	Identified funding to deliver improvement (£'000)	Additional Financial comments
2.1 Establish the pathway for adult social services across health and social care based on the NCN footprint and ensure we have configured our resources to deliver the new act	£33,790	The whole of the adult social services budget excluding provider services will be utilised to provide resources which deliver adults social care in accordance with the new act.
2.2 Restructure the operational adult social services teams	£2,773	All adults social work teams will be reviewed and placed in the new structure to provide First Contact, Managed care, Integrated Mental Health & Occupational Therapy services.

Improvement Objective	Identified funding to deliver improvement (£'000)	Additional Financial comments
2.3 Develop and implement the integrated assessment tools, including a carer's assessment and a care and support plan. Develop the use of mobile technology to capture assessment information and support co-production of care and support plans.	£2,191	The integrated assessment tool will be implemented by social work teams responsible for assessments. The budget included here is for those social work teams and budgets which provide support for carers.
2.4 Review and recommission services as necessary to ensure they are in line with the requirements of the SSWB Act	£1,548	Budget for contract payments and team of staff who review and commission contracts. Figure is after 16/17 MTRP savings reduction of £250,000
2.5 Review and develop our systems and processes to ensure they are in line with the new national outcomes framework for the SSWB Act, including the new requirement to undertake surveys	£204	Budget for the performance information team including the SWIFT system

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Report

NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

Community Planning & Development Scrutiny Committee

Part 1

Date   23 November 2016

Subject   **Work Programme**

Purpose   To report the details of this Committee's work programme.

Author   Senior Overview and Scrutiny Officer

Ward   General

Summary   The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.

This report details the items due to be considered at the Committee's upcoming meeting.

Proposal   **The Committee is asked to:**

(i)   **endorse the proposed schedule, in particular for the next two meetings, and confirm the topics, the people to be invited for each item, and indicate whether any additional information or research is required; and**

(ii)   **note the list of reports that have been sent to the Committee for information over the last month.**

Action by   Scrutiny Committee

Timetable   As reported

This report was prepared after consultation with:

- Head of Law and Regulation – Monitoring Officer
- Head of Finance – Chief Financial Officer
- Head of People and Business Change

Background

The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.

The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages (www.newport.gov.uk/scrutiny).

The Current Programme

Attached at **Appendix 1** is the current work programme for this Scrutiny Committee. Committee Members are asked to consider the schedule, in particular the next meeting, and confirm the topics, the people they would like to invite for each item, and indicate whether any additional information or research is required.

Reports for Information

Attached at **Appendix 2** is a list of the reports that have been sent to the Committee for information over the last month.

Financial Summary

Please see comments from Chief Financial Officer below.

Risks

If proper work programming procedures are not put in place, the organisation and prioritisation of the work programme is put at risk. The work of Overview and Scrutiny could become disjointed

from the work of the rest of the Council, which could undermine the positive contribution Overview and Scrutiny makes to service improvement through policy development.

This report is presented to each Committee every month in order to mitigate that risk. The specific risks associated with individual topics on the work programme will need to be addressed as part of the Committee's investigations.

Links to Council Policies and Priorities

Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.

Options Considered / Available; Preferred Choice and Reasons

The Committee is asked to endorse the proposed schedule for its next meeting, confirm the list of people it would like to invite for each item, and indicate whether any additional information or research is required.

Comments of Monitoring Officer

There are no legal implications arising from this report.

Comments of Chief Financial Officer

There will be financial consequences for some of the reviews undertaken. These will be commented upon as the reports are presented. The preparing and monitoring of the work programme is done by existing staff for which budget provision is available.

Staffing Implications: Comments of the Head of People and Business Change

There are no staffing implications within this report. Any staffing implications of the reviews in the work programme will need to be addressed in individual reports.

Background Papers

Scrutiny Handbook (available at www.newport.gov.uk/scrutiny)

Community Planning & Development Scrutiny Committee
– Monthly Forward Work Programme 2016/17

Topic	Invitees	Information Required / Committee's Role
Wednesday, 18 January 2017 at 4pm		
2017-18 Draft Budget Proposals	Head of Finance; Strategic Director – People; Head of People and Business Change; Head of Adult and Community Services; Head of Law and Regulation.	Consultation on the Cabinet's draft budget proposals specific to services within the Committee's portfolio.
Wednesday, 15 March 2017 at 10am		
Health & Social Services Older Persons Pathway	Head of Adult & Community Services; ABUHB representatives.	To consider progress of this joint piece of work with Health, focussing on prevention.
Registered Social Landlords (RSL's)	Head of Regeneration, Investment & Housing; Housing & Community Regeneration Manager; RSL Representatives.	Presentations from the main RSL's in Newport, including Newport City Homes, followed by questions and answers.
Wednesday, 26 April 2017 at 4pm		
In-Reach Pilot in the Royal Gwent	Head of Adult & Community Services; ABUHB representatives.	To monitor progress and outcomes of this Pilot to effectively manage hospital discharges a year on.
Carers Update	Head of Adult & Community Services; Representatives Newport Carers' Forum.	To consider an update report upon Carers and monitor performance against the related requirements under the Social Services and Wellbeing (Wales) Act.

Joint Meeting of Learning Caring & Leisure and Community Planning & Development Scrutiny Committees:		
Topic	Invitees	Information Required / Committees Role
Wednesday, 23 November 2016 at 4pm *(after CP&D Cttee at 2pm as requested)*		
Safeguarding	Strategic Director – People; Head of Adult and Community Services; Head of Children and Young People Services.	To undertake a joint exercise regarding safeguarding of children and adults in Newport.

**Community Planning & Development Scrutiny Committee
– Monthly Forward Work Programme 2016/17**

Policy Review Groups	
Topic:	**Information:**
Workforce Plan	To review and update the Workforce Plan *(Reported to Cabinet Member for Finance and Resources 7 Nov 2016)*
Adult Residential Care	To consider options for the future service delivery and make recommendations to the Cabinet Member. *(Next meeting – Thursday, 24 November at 1pm in Committee Room 4)*
Marketing and Engagement	To look at the development of a Strategic Marketing and Communications Policy.

List of Reports sent to the Committee for information (13 October -16 November 2016)

Name of Report	Date sent to Committee	Comments Received
Mid-Year Service Plan Reviews 2016-17 for: a)People and Business Change; b)Law & Regulation; c)Adult & Community Services.	16 Nov 16	None

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