

# Agenda



## Cabinet

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Date: Monday, 20 March 2017

Time: 11.00 am

Venue: Committee Room 1 - Civic Centre

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

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Item		Wards Affected
1	<u>Agenda Welsh version/ Cymraeg</u> (Pages 3 - 4)	
2	<u>Apologies</u>	
3	<u>Declarations of Interest</u>	
4	<u>Minutes</u> (Pages 5 - 12)	
5	<u>Response to White Paper</u> (Pages 13 - 26)	All Wards
6	<u>Use of Underspend</u> (Pages 27 - 32)	All Wards
7	<u>Pay and Reward Policy</u> (Pages 33 - 56)	All Wards
8	<u>Improvement Plan - Quarter 3</u> (Pages 57 - 88)	All Wards
9	<u>Well-being of Future Generations - Well-being Objectives</u> (Pages 89 - 110)	All Wards
10	<u>Welsh Language Strategy</u> (Pages 111 - 140)	All Wards
11	<u>EAS Business Plan 2017-18.</u> (Pages 141 - 178)	All Wards
12	<u>Purple Flag Accreditation- City Centre Night Time Economy</u> (Pages 179 - 186)	All Wards
13	<u>Interim Executive Powers</u> (Pages 187 - 192)	All Wards
14	<u>Work Programme</u> (Pages 193 - 200)	All Wards

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# Agenda

## Cabinet

Dyddiad: 20/03/17

Amser: 11:00 am

Lleoliad: Ystafell Bwyllgor 1 - Y Ganolfan Ddinesig

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

Eitem	Wardiau Dan Sylw
1 <u>Agenda Cym</u>	
2 <u>Ymddiheuriadau</u>	
3 <u>Datganiadau Diddordeb</u>	Pob Ward
4 <u>Cofnodion</u>	Pob Ward
5 <u>Ymateb i'r Papur Gwyn</u>	Pob Ward
6 <u>y defnydd o arian sy'n weddill</u>	Pob Ward
7 <u>Cyflog a gwobrwyo polisi</u>	Pob Ward
8 <u>Cynllun gwella</u>	Pob Ward
9 <u>Amcanion llesiant</u>	Pob Ward
10 <u>Strategaeth iaith Gymraeg</u>	Pob Ward
11 <u>EAS Cynllun busnes</u>	Pob Ward
12 <u>Achrediad Baner Borffor</u>	Pob Ward
13 <u>pwerau gweithredol</u>	Pob Ward
14 <u>Rhaglen Waith</u>	Pob Ward

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# Minutes

## Cabinet

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Date: 20 February 2017

Time: 11.00 am

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

In Attendance: Mr W Godfrey, Chief Executive; Mr M Nicholson and Ms B Owen, Strategic Directors; Mr GD Price, Monitoring Officer; Mr M Rushworth, Head of Finance; and Mr R Cornwall, Head of People and Business Change

Apologies: Councillors D Harvey

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### 1 **Declarations of Interest**

No declarations of interest were made

### 2 **Minutes**

The minutes of the meeting held on 16 January 2017 were confirmed as a true record by the Cabinet and signed by the Chair

### 3 **2017/18 Budget & Medium Term Financial Plan**

Cabinet received and considered a report prepared by the Head of Finance which referred to the change and efficiency programme and asked Cabinet to agree a number of key budget matters, for recommendation to Council.

The Leader of the Council offered thanks to all Cabinet colleagues and officers for the hard work in getting the budget to this point. The Leader stated that the grant settlement was very disappointing and had made work very difficult. During discussions on the draft settlement a credit gap was left in the budget to deal with any reductions in the final grant due to adjustments on council tax base and to deal with feedback from consultation. The Leader stated that, however, room for manoeuvre was reduced significantly when the final settlement confirmed a further large reduction in the revenue support grant for 2017/18.

The Leader informed Members that she had written to the Cabinet Secretary prior to the final settlement expressing concerns around any reduction to the draft position; and that she had again written to the Cabinet Secretary outlining the challenging position arising from the extremely disappointing settlement which had led to the Council facing a very difficult position.

However, following consultation, Cabinet had been able to deal with the key concerns of the public and other consultees and in the context of the financial position. The Leader confirmed that there would be a £1.1 million investment in schools and the deletion of the proposed saving item related to outsourcing of the support function at the Linc extra care scheme. Both issues had been highlighted in the consultation on the draft budget.

The Leader stated that as the consultation exercise was based on a 4% Council tax increase, there would be a budget 'in-hand' of £225,000. The proposed increase had raised some concerns in the consultation period; therefore the Leader stated she would be suggesting a reduction in the proposed increase by 0.5%.

The Leader referred to the Head of Finance's comments that the medium term financial outlook is very challenging and Newport, like others, must find a way through this, where reductions on funding comes at the same time as unprecedented pressures on budgets.

The Leader considered Newport's administration had managed very well so far, carrying on investing in our schools, our social care services and the city centre but options to find further savings will need to come from a thorough review of strategic options for key service areas and managing budget pressures wherever possible.

All Councils, across the UK, are in the same position and all would I have to find a different way to ensure we can meet the needs of residents. The Leader referred to her recent visit to the LGA where there were considerable concerns expressed by Leaders of English authorities.

In conclusion the Leader of the Council stated that the significant reduction in the final settlement presented a very difficult position, and left little room for manoeuvre around the budget to deal with pressures being highlighted during the consultation. While this is extremely disappointing, Cabinet had managed to address a number of concerns raised during consultation, and also looked to use the £225,000 budget in hand to reduce the council tax increase from 4% to 3.5%.

The Cabinet Member for Finance and Resources stated that the report dealt with three things,

- The Council's revenue budget for 2017/18 and the level of Council Tax required for the budget
- The final year of the current capital programme
- the Council's treasury management strategy

As to the budget, the Cabinet Member reminded Members that Cabinet would approve the detailed proposals but it would be the Council that will need to agree the Council Tax increase upon which the detail is based upon.

The Cabinet Member was pleased to note the significant increase in feedback from the public, plus of course, the feedback received from the usual bodies such as our Scrutiny committees, the Fairness Commission, the School's Forum, Unions and others.

The Cabinet Member stressed that room for movement was reduced significantly when the final settlement confirmed a further large reduction on our revenue support grant for 2017/18. He was, however, pleased to confirm the added investment for schools and the deletion of the saving item related to outsourcing of the support function at the Linc extra care scheme. These were both issues highlighted in the consultation on the draft budget.

The Cabinet Member informed Cabinet that the added investment for schools, at £1.1m, deals with three of those proposals where the public mainly disagreed with – being a (i) cash-flat settlement for schools, when we have new schools opening (ii) closure of the inclusion units in secondary schools and (iii) the inclusion unit at Llanwern. Schools could themselves decide how to allocate their funds, including using it to fund the inclusion units as well as providing additional 'general' funding for our schools. He stated that although h this

administration had been able to increase funds to schools every year over the last 5 years and, although it was becoming increasingly hard to achieve, it had been accomplished again this time.

The Cabinet Member informed the Cabinet that the additional budget would represent an increase in 1.2% in the base budget. It would assist by: allowing governing bodies flexibility in demanding time financially such as the work on attendance; assist in defraying the centrally driven apprenticeship levy costs and; assist with the additional pupil numbers in the primary sector

The Cabinet Member referred to the Council tax position and endorsed the Leader's proposal to use the budget 'in hand' to reduce the Council Tax increase by 0.5% to 3.5%, which will leave a balanced budget as required by legislation.

As to the Capital budget the Cabinet Member stated that 2017/18 is the last year of the Council's four year capital programme and schemes highlighted in the report were recommended for approval. The Cabinet Member was delighted to confirm that Welsh Government had formally approved the Council's bid for joint funding of the increased spending on the 21<sup>st</sup> Century schools building programme. He reported that the schools buildings programme in the current Band A now stands at £51m.

The Council would be working on its new capital programme, starting in 2018/19 over the next 12 months and the Cabinet member stated that the administration had already prioritised further significant spending on schools buildings as part of that, in the next phase B of the 21<sup>st</sup> Century programme.

The Treasury Management strategy would be for Council to approve formally, following the Cabinet's recommendation. The Cabinet Member stated that the Audit Committee had reviewed this in detail and the Cabinet Member was grateful for the Committee's input and review.

The Cabinet Member stated that the overall strategy is proposed to remain the same as current, and in line with most Local Authorities – which is to fund the capital programme from borrowing from the positive cash-flow and defer taking out actual new borrowings for as long as possible. This therefore means readily available cash resources would be held at a low level and the Council will only borrow and invest cash resources in the short term to manage cash-flow needs. This strategy is cost effective as well as minimising investment risk.

The conclusion of the Friars Walk sale process, currently in progress, will however impact on this core strategy, as described. The various prudential indicators which support this strategy allows for both the sale and a re-financing conclusion. The Council is currently assisting a sales process and is on-going.

In conclusion the Cabinet Member stated that:

- Cabinet had listened to the public and other consultation and will be investing in schools and deleting the saving in relation to the Linc extra care scheme.
- The Council can now proceed with confidence on our much expanded schools building programme where the funding package has now been confirmed
- The Cabinet would carry on taking a longer term view and approve the proposals set out in this report
- Cabinet needed to conclude on the budget by agreeing to reduce the proposed 4% Council Tax increase by 0.5% taking into account the balance in hand of £225k.

Cabinet Members spoke in favour of the proposals and echoed the Leader's concerns about the continuing reduction in available grant. The Chief Executive stated that from an officer perspective, the relentless budget reductions were a challenge. He stated that Newport has

particularly challenges: Population growth at both ends of the spectrum – leading to increased costs; historic underfunding relative to other local authorities; and the fact that, although the city is growing, financial benefit from that growth took time to be allocated.

Cabinet members agreed the proposals in the report

### **Decisions:**

Medium Term Financial Plan and Capital Programme :

- i. To note the formal consultation meetings on the budget and the feedback received, shown in the report
- ii. To note the equalities impact assessment summary on the budget proposals, shown in the report
- iii. To agree the implementation of the full 4 year change and efficiency programme, including all budget investments and saving options as summarised within the Medium Term Financial Plan and the remaining 1 year Capital Programme alongside noting the estimated programme envelope for the following 4 years. Noting they are subject to on-going review and updating.
- iv. To agree the 2017/18 fees & charges of the Council shown in the report

Overall revenue budget and resulting Council Tax 17/18 :

- i. To note the Head of Finance's recommendations that minimum General Fund balances be maintained at £6.5million, the confirmation of the robustness of the estimates underlying the proposals, and the adequacy of the General Reserves in the context of other earmarked reserves and a revenue budget contingency of £1.5million
- ii. To note the current level of Council Tax for Newport City Council and the monetary value of various percentage increase and how this compares to levels of Council Tax at other Councils as shown in the report
- iii. To review changes to the draft budget proposals shown in the report, and which are included in the list of budget investments and savings in the report
- iv. To recommend an overall net budget for the City Council and resulting Council Tax to the Council, noting that a formal resolution including the Gwent Police and Community Councils' precepts will be presented to Council on the 2<sup>nd</sup> March. The recommended increase in Council tax is at 3.5%
- v. To approve expenditure and use of the Invest to Save reserve in line with summary shown in the report, noting they are based on detailed business cases reviewed by Cabinet in their December 2016 meeting.

Treasury Management and Annual Investment Strategies, Minimum Revenue Provision Policies and Prudential Indicators :

- i. To recommend the Treasury Management Policies to Council
- ii. To recommend the Annual Investment Strategy to Council
- iii. To recommend the Council's Counterparty list (external bodies for Council investments) to Council
- iv. To recommend the Prudential Indicators to Council
- v. To recommend the Minimum Revenue Provision (MRP) policy to Council, and note the changes to the method of calculation of MRP for unsupported borrowing



#### 4 **National Categorisation 2016-2017**

The Cabinet Member for Education and Young People introduced a report informing Cabinet that there were three steps to national schools' categorisation:

The Cabinet Member explained that the steps were:

- Step 1 which was a data driven calculation which describes 'standards'. This was communicated through a grading system
- Step 2 which described the schools capacity to self – improve through teaching and learning, leadership and management
- Step 3 which was indicated through a red -> green measure and shows the level of support which a school is perceived to need.

The Cabinet Member stated that Newport is ranked at 1<sup>st</sup> in Wales for the number of green and yellow category primary schools. All Cabinet Members were delighted with this outcome and passed on their congratulations to all involved, including governors; staff; parents and pupils. The Cabinet Member stated that Newport's Secondary Schools are ranked at 12<sup>th</sup> in Wales for the number of green category schools

Cabinet Members were informed that the number of green category primary schools is now at 52%, double that of Wales and 21% higher than the regional average

The Cabinet Members stated that the number of green category secondary schools in Newport is now 22%, this being slightly below the all- Wales average but 13% above the regional average. The majority of secondary schools in Newport are now categorised as either yellow or green

Newport has 5 amber category schools and three category red schools. The Cabinet Member and the Chief Education Officer stated that bespoke support plans are in place to ensure that each school is able to progress. Support plans and their impact are reviewed regularly. The Chief Education officer also described the range of support offered to schools

The Education Support Service Plan focuses on a range of priorities to reduce the number of schools placed in amber and red categories and improve the number of yellow and green category schools

Members were very pleased with this report and the outcomes of the categorisation and encouraged further progress.

#### **Decision:**

To welcome the outcomes of the categorisation and to congratulate Newport Schools on their achievements

#### 5 **Key Stage 4 / Key Stage 5 Performance**

The Cabinet Member for Education and Young People introduced a report informing Cabinet of the outcomes for Key Stages 4 and 5 as validated in December 2016

The Cabinet Member stated that the Leader of the Council had been a driving force and strong advocate in terms of performance and its impact on continuous improvement.

The Cabinet Member informed the Cabinet that Newport was ranked 16<sup>th</sup> in Wales in terms of its free school meals population, with first being the most affluent.

At Key Stage 4, the Cabinet Member reported that the outcomes were:

- The figure for Level 2 inclusive (Measuring 5 GCSE's at C and above, including English and Maths) had risen by 3.1%. This was faster than the all – Wales rate of progress which was at 2.4% Newport was ranked 15 in Wales for this indicator
- The number of English and Maths GCSE's had improved. There had been a 4.1% increase in maths. The Cabinet Member stated that this had been a specific focus of improvement for Newport, so it was good to the impact of specific support packages.
- The Level 2 indicator declined as did science. The Cabinet Member explained that this was linked to the change from science BTEC to pure GCSE. The majority of Newport Schools decided to convert to GCSE one year earlier than the statutory timeframe.
- The performance of pupils gaining level 2 inclusive ( see above) that are entitled to free school meals had improved significantly by 10%. The Cabinet Member reported this was stronger than the all- Wales average and the best outcome in the region.

Key Stage 5 outcomes were reported as follows:

- The percentage of A levels (A\*to E) achieved this year was 96.9%. The Cabinet Member informed Cabinet that whilst this percentage was a decline on last year, Newport students had gained 113 more A Levels collectively than in 2015
- The number of pupils gaining A or A\* grades at A level in Newport was at 20.1%. The Cabinet Member stated this was broadly in line with the rest of the region and the rest of Wales.
- The number of pupils achieving level 3 threshold had improved by 5.4% to 97.7%. The Cabinet Member informed the Cabinet that this was an important indicator which allows pupils to move on to access higher education. Councillor Giles stated that this compares very well to improvement rates across the region and the rest of Wales

The Cabinet Member for Education and Young People informed Members that in response to the 2015/6 outcomes, the Education Service had ensured that science support is available to each of the secondary schools in Newport and that each secondary school has a bespoke plan to improve.

In conclusion the Cabinet Members stated that the current academic year presented new challenges owing to the new English, Maths and Science examinations. Schools were being closely monitored and supported to prepare for the changes and education professionals agree nationally that there are many uncertainties linked to the Key Stage 4 outcomes for 2016/7

#### **Decisions:**

To acknowledge the position regarding pupil performance and progress made.

To encourage continuing improvements in the coming year

## 6 **Work programme**

The Corporate Assessment suggested to the Council that it should consider strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up. In response to that suggestion, Cabinet had previously agreed that the Head of Democratic Services will regularly ask Chief Officers to update the Cabinet work programme and an update will be reported to Cabinet each month.

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

### **Decision:**

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

The meeting terminated at 13:10

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# Report

## Cabinet

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### Part 1

Date: 20 March 2017

Item No: please see above

**Subject** **Consultation Response to Welsh Government white paper on Local Government – “Reforming Local Government: Resilient and Renewed”**

**Purpose** To agree the response prepared by the Chief Executive to the white paper on local government.

**Author** Will Godfrey, Chief Executive

**Ward** All

**Summary** Welsh Government published its white paper on reforming local government on 31<sup>st</sup> January, 2017. This is the latest in a series of plans from Welsh Government outlining proposals for the future of local government.

Consultation responses are required by 11<sup>th</sup> April 2017 which is of course within the purdah period for the local government elections. The white paper is a lengthy document which raises a number of key issues which require careful consideration. This meeting is therefore the first opportunity for a report to be presented for discussion. As there are a number of issues which may be politically contentious it would be inappropriate to discuss and submit a response within the purdah period. Therefore some questions have been left unanswered in the proposed response.

**Proposal** **To agree the response to the Welsh Government white paper on reform of local government.**

**Action by** Chief Executive

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors (People and Place)
- Heads of Service

## **Background**

### Structure of White Paper

The key themes covered in the document are as follows:

- Regional Working
- Voluntary Mergers
- Local Leadership
- Community Councils
- Elections & Voting

The consultation poses 33 questions for consideration. Attached at appendix 1 to this report are the suggested responses to the questions.

In many ways the white paper is a disappointingly traditional approach to reform. It focuses on structures with very little attention to the needs of the communities local government serves. It makes the assumption that the way to tackle future challenges lies in greater levels of collaboration between local authorities and across the public sector. Collaboration between authorities is already extensive and significant savings have already been achieved.

Whilst the creation of larger authorities now seems off the agenda, the thinking behind the white paper seems stuck in the thinking of structures. Local Government is now being urged and instructed to create regional, sub-regional and local structures with no thought given to how we can create local systems serving local communities using the social capital within places. Savings can be achieved through the sharing of senior staff but in overall terms, these will be marginal and reduce the capacity and capability to deal with possibly the most challenging environment local government has ever faced. Creating new structures also takes time and in some cases will be dependent upon the introduction of legislation. The danger is that time and energy is focused in the wrong place and ultimately new structures are just new ways of doing things the same way. What is needed is a fundamentally different approach to engaging with communities and a new approach to service design.

So this really is an opportunity missed. More innovative models are now being created which focus much more on developing local systems using the collective capacity within a place to help meet the challenge of creating sustainable service delivery to help people live well. This white paper was an opportunity for Wales to set itself apart as a country determined to create a new model for the delivery of public services. Unfortunately the white paper will not achieve this.

Nevertheless it is now appropriate to focus on the issues raised in the document and the proposed responses to the questions.

Set out below is more information about the key issues:

### Regional Working

Following the demise of the reorganisation plans and the appointment of the new Cabinet Secretary, the focus has been on putting in place collaborative arrangements to ensure councils work more effectively together.

The white paper sets out a number of options with various levels of mandate from Welsh Govt. The rationale for closer regional working is clear and should be supported. However, as ever the devil will be in the detail.

So the white paper sets out a list of functions which WG think should require regional working and it covers a significant amount of functions:

- Economic Development
- Transport
- Land use planning and building control
- Social Services
- Education Improvement
- Additional Learning Needs
- Public protection

The paper then sets out 4 options for regional arrangements:

- Option 1: Mandating prescribed footprints for regional working
- Option 2: Mandating a framework – this would mean the geographical footprint wouldn't be set by WG but they would still mandate the service areas.
- Option 3: Framework & Footprint – some services would be prescribed to be delivered on a geographical footprint e.g. land use planning but others would be subject to more local negotiation informed by a WG framework for service delivery.
- Option 4: What the white paper describes as “deliberatively regional”, which is really a return to discussions about how services should be delivered in the future.

The paper sets out option 3 as the preferred way forward and the proposed response supports this option, as it provides the most flexibility for future arrangements.

The challenge will be in the governance and from the service users perspective the new arrangements could be more confused. Some services will remain the responsibility of Newport City Council, some could come under the jurisdiction of a Gwent joint committee, e.g. social care and some could be under the jurisdiction of a Cardiff Capital Region committee, e.g. Economic Development.

### Shared Services

Welsh Government is understandably pushing for greater collaboration in back office functions. Newport already provides a large number of services through collaborative arrangements. The latest example is the recent agreement to transfer our IT services into the Shared Resource Service (SRS) arrangement across Gwent.

The proposed response supports looking to extend the number of services provided through shared arrangements.

### Voluntary Mergers

WG is proposing to maintain the option to consider proposals for voluntary mergers. NCC has already decided it wouldn't wish to pursue this option so this provision.

## Local Leadership

There are some really important issues covered in this section:

- 1) Proposal to reduce the amount of specific grants and put the funding directly into RSG. We should support this as it increases our flexibility.
- 2) Commitment from WG to develop a more constructive relationship with local government and the WLGA.
- 3) Reduction of performance reporting requirements – again a step forward
- 4) Focus on importance of Future Generations and Well Being act – we would support this as the framework for future performance reporting.
- 5) There will be new duties on Leaders of political groups to ensure high standards of conduct amongst their members and recognition from WG that councillors have a central leadership role within their communities.
- 6) WG wants to promote better engagement with local communities.
- 7) Ability to return to the committee system – this doesn't seem to be a step forward.

## Community Councils

WG wants to improve the impact of community councils, giving them a greater influence over local communities. The white paper however recognises the challenge here and this will require further consultation and further legislation.

## Elections & Voting

Potentially big changes here such as the proposal to allow authorities to use the STV system for local elections and also to look at allowing 16 yr old to vote in local elections. There will be a further consultation on electoral matters during the summer. The proposed response makes no comment on these elements of the white paper as the timing of the consultation makes it inappropriate to do so.

## **Proposal**

The proposed responses to the questions are set out at appendix 1 to this report.

## **Staffing issues**

There are no staffing issues arising from this report.

## **Financial Summary**

There are no direct costs or financial implications to the authority arising from this report.

## **Risks**

There are no direct risks to be highlighted at this time as this is just a consultation document.

## **Links to Council Policies and Priorities**

The Council's overall mission is "Improving People's Lives". The white paper is the beginning of a more detailed consideration of the future framework for the delivery of public services and as such will have a significant impact on the achievement of the mission in the future.



## **Options Available and considered**

Option 1 – Consider and approve the consultation response to be submitted to Welsh Government by 11 April 2017.

Option 2 – Make no submission to Welsh Government.

## **Preferred Option and Why**

**Option 1** – The white paper is an important statement by Welsh Government about the planned framework for the future of local government. The only way to influence and shape the future framework is by being engaged in the debate, so submitting a response is important.

## **Comments of Chief Financial Officer**

There are no direct costs or implications in responding to the consultation.

The White paper points to potential significant changes and will have, if implemented, very significant financial management impacts and will require appropriate and robust governance arrangements. These will need to be reviewed in due course.

## **Comments of Monitoring Officer**

There are no specific issues arising from the Report at this stage as the Cabinet is simply responding to the consultative White Paper on reforming local government. It would not be appropriate for the cabinet to respond to specific questions relating to the electoral process and the STV system during the period of enhanced political sensitivity in the pre-election period. In general, the proposed regional/collaborative working framework is to be supported, although the White Paper is short on detail and does not contain anything new or innovative in terms of transforming the delivery of public services. Therefore, existing legal framework is probably sufficient for the purposes of delivering the range of shared-services being proposed, particularly through traditional models of Joint Committees and lead authorities. The proposals to relax specific grant funding and remove the continuous improvement duty and inspection regimes are to be welcomed. The previous prescriptive arrangements for standards of performance on the part of individual elected Members has also been modified and greater flexibility is now being proposed, which is again welcome.

## **Local issues**

Not applicable

## **Scrutiny Committees**

No consultation at this time. However this is just the first stage in a long debate and scrutiny will be involved in future discussions.

## **Equalities Impact Assessment and the Equalities Act 2010**

The proposal does not require a Fairness and Equalities Impact Assessment.

## **Children and Families (Wales) Measure**

Not applicable

## **Wellbeing of Future Generations (Wales) Act 2015**

Not applicable

## **Crime and Disorder Act 1998**

Not applicable

## **Consultation**

### **Background Papers**

Welsh Government White Paper: “Reforming Local Government: Resilient and Renewed” – published on 31<sup>st</sup> January 2017.

Dated: 3<sup>rd</sup> March 2017

## **APPENDIX 1: Responses to consultation questions**

Q1: The Welsh Government believes that it is appropriate to consider “tests” to frame thinking around regional working.

a) Do you think the “tests” set out are helpful in guiding thinking?

Response

The “tests” set out are appropriate for the ambition set out in the white paper.

b) Are there other tests or considerations that might also be used?

Response

There are no links back to the Future Generations Act or anything which judges community capacity to develop better service delivery.

Q2: In this White Paper the Welsh Government has set out a number of areas which it believes should be required to be delivered on a regional basis.

a) Do you agree that these areas should be delivered regionally?

Response

We would not support the delivery of public protection services or additional learning needs on a regional basis. We can see the logic for regional delivery for the other services but would wish to see the detailed proposals before making a substantive comment.

b) What practical considerations should we consider in taking these proposals forward?

Response

The test for any regional arrangement is how responsive the structures can be to local needs, which are likely to be very different across the region.

c) What other “ancillary” powers would be required to ensure the effective exercise of the functions exercised regionally?

Response

We would require further details on proposals to enable a substantive response to this question

3) In this White Paper the Welsh Government has set out a number of areas which it believes could also be delivered on a regional basis.

a) Do you think that local authorities should be required to work regionally to deliver these functions?

Response

We support the move to regional working and believe local government should be given the flexibility to make the most appropriate arrangements to suit their communities. Requiring particular structures to be put in place would not meet this flexibility test.

b) Are there any other practical considerations we should be aware of?

Response

There are no further matters we would point out at this time.

4) Are there any other functions that would benefit from a systematic approach to regional working?

Response

We believe all services could be delivered on a regional basis. However the focus shouldn't be on structures but on outcomes so the test should always be about whether new structural arrangements can improve people's lives.

5) Welsh Government believes that, subject to engagement with local government and other partners, there should be flexibility to enable Welsh Ministers to mandate additional functions to be undertaken regionally. Do you agree or disagree? Why?

Response

We disagree with the approach of mandation as this undermines the principle of local decision making to reflect local circumstances.

6) The Welsh Government believes that the new arrangements should not prevent Local Authorities using their existing powers to undertake additional functions regionally. Do you agree or disagree? Why?

Response

Agree. We support the principle of regional working to deliver better services.

7) The Welsh Government believes that some back office and transactional services ought to be organised and delivered regionally or nationally. Which services do you believe could be best organised and delivered these ways?

Response

We would support all transactional services being delivered on a regional/national basis.

- 8) The Welsh Government believes that overcoming data sharing issues is key to taking forward greater regional working of back office functions.
- a) What legislative obstacles have made progress on sharing services difficult?
  - b) How have they been or could they be overcome?
  - c) What challenges does data sharing pose?

Response

We believe that problems with data sharing have too often been given as reasons to prevent greater regional working. The key issue here is leadership and a willingness to commit and then follow through. Clarity of objectives at the outset is also vital.

- 9) The Welsh Government believes sharing more back office functions would be helpful.

There are a number of options:

- Enable the NHS Wales Shared Service Partnership for providing services to local government (and others)
- Establish a similar model to provide back office services to local government (and others)
- Establish an alternative model to provide back office services to local government (and others)

Which do you believe would be most appropriate to best support regional working?

Why? What other alternative models could work effectively and what steps could the Welsh Ministers take to enable or encourage local government-led alternative models

To be implemented?

Response

All the above should be considered. A local government service, based on the NHS Wales model would be our preferred starting point but any final decision needs to be informed by more detailed business case modelling.

- 10) The Welsh Government believes that joint understanding and planning of public sector assets is essential to maximize their impact and that this requires regional mapping of estates assets and future intentions. How can this joint governance and decision making best be achieved? Is the larger economic footprint the right one?

Response

We agree this would be a very useful exercise and should be done on a city region basis. The oversight can be provided through the emerging city region governance structures.

- 11) The Welsh Government believes a strengthened joint committee (a 'Joint Governance Committee') offers an appropriate governance model for regionally delivered services and intends to set out a framework for local government to use to deliver this. What should the democratic accountability and scrutiny arrangements be for such a model? Should each participating Local Authority have equal voting rights? Or should they be weighted in some way?

Response

Local authorities should have equal voting rights. Regional scrutiny arrangements are already in place for some functions and this would seem appropriate for future regional structures.

- 12) The Welsh Government believes that in order to put in place arrangements which reduce complexity for Authorities and their partners the position for Bridgend needs to be considered. Although Bridgend is fundamentally concerned in this, other partners including other Local Authorities and the Local Health Boards also have valid interests. We are therefore seeking views on how best to address the issues set out here.

Response

This is really a matter for Bridgend Council.

- 13) The Welsh Government believes that 'Option 3: A framework and a footprint' is the most appropriate model for future regional working.

- What are your thoughts on the proposed mandatory economic development footprint for 'Joint Governance Committees'?
- How could a framework approach for sub-regional working in other services areas operate in practice?
- Is it appropriate for there to be flexibility for regional working to cross economic development boundaries in exceptional circumstances? Which circumstances would they be?
- How should the governance arrangements at the mandatory economic development 'Joint Governance Committees' have oversight of sub regional working?

Response

Newport City Council supports option 3 as the way forward for regional working.

- 14) The Welsh Government would welcome comments on the appropriateness of seeking powers to create a Combined Authority. In particular, views on what minimum expectations there should be in considering the appropriateness of creating a Combined Authority are welcomed.

Response

The ability to create a Combined Authority would ease some of the administrative arrangements around Joint Committees. We would support the move to put in place legislation to enable creation of Combined Authorities where appropriate.

- 15) The Welsh Government believes that a mandatory financial framework should be developed to ensure the expenditure of each 'Joint Governance Committee' is met through pooled contributions from the constituent Local Authorities.
- Should the expenditure of 'Joint Governance Committees' be met by constituent Local Authorities, in proportions to be agreed locally, to ensure the most flexible approach?
  - Should the framework provide for a default position if local agreement cannot be reached, and how such a process might be triggered?
  - What further considerations might relate to, or need to be included in, a financial framework?

Response

The financial framework should be developed by the authorities party to the Joint Governance arrangement.

- 16) The Welsh Government believes that to support organisations to move to a more consistent and regional approach to delivering services it will be necessary to issue statutory guidance where there is an identified need. Do you agree or disagree? If you agree, what types of advice, guidance and support on leadership and workforce matters might lead to greater local, regional and national consistency?

Response

We do not believe statutory guidance is necessary. Local Govt officers are very capable of developing a workforce framework to ensure regional and national arrangements deliver the best outcomes.

- 17) The Welsh Government believes it would be helpful if Public Services Boards could collaborate or merge across Local Health Board Boundaries. Do you agree or disagree? Why?

Response

We can see the sense in this proposal.

- 18) The Welsh Government believes Public Services Boards should be allowed to demerge as well as merge. Do you agree or disagree? Why?

Response

Agree. This should be a matter for Public Service Boards to discuss and decide.

- 19) The Welsh Government would welcome comments on what minimum expectations there should be in considering the appropriateness of voluntary merger.

Response

Voluntary mergers should be a matter for each local authority to consider. We would expect any proposal to be subject to a full business case process.

- 20) The Welsh Government would welcome comments on any of the proposals set out previously in the draft Local Government Bill and associated consultation paper, Annex One refers.

Response

No comments to make

- 21) The Welsh Government believes that Part 1 of the Local Government (Wales) Measure 2009 should be repealed for all 'Improvement Authorities'. Do you agree? Why?

Response

Agree. This will reduce the administrative burden on authorities. We will focus on working with WLGA on putting in place effective self-assessment and improvement across local government.

- 22) The Welsh Government believes there should be minimum expectations on Councillors for interacting with their local constituents. Do you agree or disagree? If so, what should these minimum expectations be?

Response

Further detail and discussion is required before a response can be provided.

- 23) The Welsh Government believes it could be helpful to make some minor changes to existing area committee legislation to increase their flexibility. What do you believe these changes should be?

Response

No comments to make

- 24) The requirement for Local Authorities to work on a regional basis will require Councillors, the Local Authority and employees to balance the responsibilities they have to their local area, with those for the larger region. How best could this be achieved?

Response

New arrangements will require a different way of working. This will depend on the specifics of new arrangements.



- 25) The Welsh Government intends to make a return to a form of the committee system available to Local Authorities where it best meets local circumstances. How would this option best work within the context of the proposals for new regional arrangements?

Response

No comments to make

- 26) The Welsh Government believes it may be appropriate to limit future designation of relevant statutory Senior Officer posts to a regional level where the functions are being delivered regionally. Do you believe this is appropriate? Why? If so, how might this best be delivered?

Response

This may be appropriate but should be left as a matter for partner authorities to determine.

- 27) The Welsh Government believes there are things that can be done now to help build resilience and renewal in the (community council) sector in the short to medium term and would welcome comments on the list of actions at paragraph 6.1.6 that could be taken in the short term to help the sector be more effective/ resilient views on any other actions which could be taken?

Response

No comments to make

- 28) The Welsh Government is seeking initial views on all of the proposals set out in Chapter 7 on elections and voting.

Response

It is not appropriate to consider this proposal during an election purdah period.

- 29) The Welsh Government would welcome any views on the potential financial and nonfinancial benefits and costs associated with the proposals in the White Paper.

Response

It is difficult to provide any detailed comments as the benefits will not be clear until new arrangements have been evaluated and put in place.

- 30) The Welsh Language Impact Assessment published alongside the White Paper outlines the Welsh Government's view of the effect of the proposals contained in the White Paper on the opportunities for people to use the Welsh language and treating the Welsh language no less favourably than the English language. The Welsh Government seeks views on that assessment. Are there any other positive or adverse effects not identified in the assessment? Could the proposals be reformulated so as to increase the positive effects or reduce any possible adverse effects?

Response

No comments to make. Newport City Council actively supports the Welsh Language Standards.

- 31) The Children's Rights Impact Assessment published alongside the White Paper outlines the Welsh Government's view of the effect of the proposals contained in the White Paper on children and young people. The Welsh Government seeks views on that assessment. Are there any other positive or adverse effects not identified in the assessment? Could the proposals be re-formulated so as to increase the positive effects or reduce any possible adverse effects?

Response

No comments to make

- 32) The Equalities Impact Assessment published alongside the White Paper outlines the Welsh Government's view of the effect of the proposals contained in the White Paper on protected groups under the Equality Act 2010. The Welsh Government seeks views on that assessment. Are there any other positive or adverse effects not identified in the assessment? Could the proposals be re-formulated so as to increase the positive effects or reduce any possible adverse effects?

Response

No comments to make

- 33) Please provide any other comments you wish to make on the content of this White Paper.

Response

No comments to make

# Report

## Cabinet

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### Part 1

Date: 20<sup>th</sup> March, 2017

Item No: See above

### **Subject Use of 2016/17 underspend**

**Purpose** To agree and approve priority one-off spending utilising 2016/17 underspend, reserves following a review prior to closing the 2016/17 accounts and saving from the MRP policy changes approved by Council in their February meeting.

**Author** Head of Finance

**Ward** N/A

**Summary** A significant underspend is forecasted for 2016/17 and the change in the MRP policy taking effect from 1 April 2017 will also generate a guaranteed significant saving in 2017/18. These, alongside a review of reserves will be utilised to spend on one-off priority projects, in 2017/18.

**Proposal** Cabinet is asked to:

- Note the level of available resources from the review of reserves, the forecasted 2016/17 underspend and savings from the approved MRP policy, noting the inherent risk associated with the level of the 2016/17 underspend.
- Approve officers to utilise the resources in line with Cabinet's priority spending areas shown in the report

**Action by** Head of Finance ( HOF) –Communicate the Cabinet's decision from this meeting and make funding available to appropriate services in line with the agreed priorities

HoF – report on progress on spending, within the regular financial monitoring reports made to Cabinet

HoS – implement the spending, working alongside CM's

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive, Directors and HoS
- Monitoring officers
- Leader of the Council and CM Finance & Assets

## Background

1. Cabinet will be aware that the Council has underspent on its budget in the last few years, mainly resulting from non-use of its 'contingency budget'. Whilst there have been areas of overspending, in overall terms, other services or non-service budgets have managed to mitigate this and therefore, the contingency has not been needed to keep the overall position within budget.

This however has enabled the Council to make much needed contributions into reserves, mainly the (i) invest to save, and (ii) projects reserves. These cover the costs of making on-going savings and enable the Council to fund regeneration and other projects without the need for more expensive borrowing, respectively. Cabinet and the Council have very recently reviewed the level of these reserves in the context of setting the 2017/18 budget. Whilst the 'projects reserve' can always be increased to allow more projects /costs to be funded, it is at a reasonable level at c£6.1m forecasted for March 17 and with no projects allocated at this time against it. The 'Invest to Save' reserve' is also at a reasonable level at c£10m forecasted for March 2017 and this should allow for the next phase of transformation/efficiency projects to be funded. These reserves will continue to be monitored for their adequacy and as funds allow, further contributions can be made into them in future years, if needed.

Given these, the Cabinet have considered investing this year's underspend into key priorities, with the first £1.1m of the 2016/17 underspend already approved for allocating to schools funding for 2017/18.

2. As part of this, the Cabinet Member for Finance & Assets has also

- (i) reviewed the Council reserves alongside the Head of Finance and this identified 2 reserves which could be released and also used to fund the key priorities – these being the (i) council tax reduction scheme reserve @ £500k, (ii) general legal claims reserve @ £100k.

Cabinet will be aware that the Council Tax reduction scheme revenue budget has underspend in recent years as claimant numbers have reduced and whilst savings have been taken from this budget for 2017/18, it is still at a level which is over the current costs and therefore the base budget itself allows for future increase in claimant numbers and the risk of overspending here, at least in any single year is therefore low. The Council's general contingency budget also provides for another layer of protection to the overall budget.

The general legal claims reserve is very small and does not provide a significant amount of risk mitigation in itself. Therefore the Council's general contingency budget can provide protection to the overall budget against legal costs.

- (ii) considered the change of MRP methodology approved by Council as part of the 2017/18 Treasury Management policies. This will lower the cost of MRP from 2017/18 and this can also be included to bring forward a package of one-off funds to fund key priority projects.

The table below summarises the 'funding package' available

2016/17 revenue budget forecasted underspend, over and above the £1.1m already allocated – based on January 2017 budget monitor	£900K
Savings from the new MRP method	£1,100k
Review of reserves – release of (i) council tax reduction scheme reserve @ £500k, (ii) general legal claims reserve @ £100k	£600k
<b>TOTAL</b>	<b>£2,600K</b>

3. In agreeing any spending on priorities, Cabinet will need to be aware of the inherent risk in using the forecasted 2016/17 underspend as that cannot be confirmed with certainty until the year-end. The other two sources of funding are known with certainty. The risk though is reduced by:
- Doing this work late in the year when forecasts should be more stable and certain
  - Spending in 2017/18 or even later so that any changes to the underspend, and therefore funding available, can be used to adjust the spending amount/lists accordingly, to match
  - Having a spending list with costs below the funding package available.

Cabinet will also need to be aware that utilising reserves, when there is no general unallocated reserve brings with it some risk, relating to reduced flexibility in the future.

4. The table below lists the agreed spending priorities. Cabinet are asked to confirm this and approve it.

Investment in infrastructure -school renovation fund to be spent over a two year period	£1,100k
Council central library & museum services	£400k
StreetScene infrastructure / maintenance	£300k
Investment in infrastructure e.g. play facilities	£100k
Disabled Facilities Grants	£133k
A package of investments and initiatives to improve facilities in; and viability of traders within; the Council's indoor market	£70k
One-year revenue investment to maintain current grants to voluntary sector	£67k
Revenue investment in a community delivered skills based project – which will also attract match funding and be spent over a three – year period	£300k
Revenue funding for initiatives stemming from an ‘anti-social behaviour’ group, as a sub group of the Public Services Board	£30k
<b>TOTAL</b>	<b>£2,500K</b>

5. As can be seen, the spending priority list is slightly lower than forecasted funding availability and will be spent over the next 1-3 years. Any adjustment to the above coming from a higher or lower funding availability will be adjusted on the School's renovation fund, though this will need to be confirmed by Cabinet when the final outturn for the 2016/17 is reported and taking into account any issues flagged up by the HoF at that point.
6. Cabinet Members are suggested to review progress on delivering the projects with Heads of Service and these reported within the regular revenue budget monitoring reports to Cabinet through 2017/18 and beyond, as necessary.

### Financial Summary

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
<b>2016/17 underspend allocated to new reserve</b>	<b>(£800k)</b>				<b>Will be adjusted to match actual funding availability – dependant on confirmation of 2016/17 outturn.</b>

Re-allocation of existing reserves to new reserve	(£600k)			
2017/18 underspend from change in MRP policy allocated to new reserve		(£1,100K)		
Spend on priorities, funded from new reserve		£2,500k		
Net Impact on Budget	NIL			

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
2016/17 underspend is lower than needed	M	L	-make the decision late in the year -develop a spending priority list lower than funding forecasted to be available -commit a proportion of the funds once funds are all confirmed	HoF in terms of reporting the underspend and liaison with CM at that point
Spending on the priorities overspends	M	L	-Good budget and project monitoring	Specific service managers / budget managers delivering the projects / spend

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

This report deals with how available resources will be spent directly on the Administration priorities.

## Options Available and considered

Cabinet can confirm and approve to spend the available resources on the list shown or the resources could be allocated to other reserves, most likely the 'invest to save' and/or 'projects reserve'.

## Preferred Option and Why

As the report shows, whilst resources can always be allocated to the reserves highlighted, they are currently at reasonable levels and are not allocated at this time. Within that context, the preferred option is to commit resources at this point, to priorities of the Cabinet.

## **Comments of Chief Financial Officer**

Two of the three funding sources have certainty to them. The risk around the uncertainty of the third source (16/17 budget underspend) can be mitigated as shown in the report although there is ultimately, an inherent risk in its achievement and will need to be confirmed in June 2017, when the final outturn is reported.

The practical application of this decision will be taken by establishing a new reserve and allocating the funds shown to that. That will then be used to fund the expenditure in 2017/18 and 2018/19, as needed. This will also entail agreeing some budget virements to the 2017/18 budget to reflect the decision in budgets.

## **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report. Although full Council has set the budget framework and Council tax base for 17/18, the review and use of current underspends and reserves is an executive decision for the Cabinet. The Report identifies current budget underspends for 16/17, specific Council Tax and legal claims reserves and additional funding released through the Council-approved changes in MRP methodology, which can be allocated to new reserves and ear-marked for one-off items of expenditure in 17/18. The Report also identifies the specific items of expenditure which Cabinet considers should be prioritised for the use of this additional funding, and authorised the appropriate additions to the relevant services area and capital budgets.

## **Comments of Head of People and Business Change**

The report sets out the proposed use of identified underspends and specific reserves to meet priorities identified within service areas through revenue and capital budgets. There is potential impact on staffing through these investment proposals which will generally be positive. Decisions on these investments is a role of Cabinet as an executive function and needs to be done whilst being mindful of the responsibilities the Council has under the Well-being of Future Generations Act and the views of citizens gained through various engagement and consultation activities.

## **Comments of Cabinet Member**

The CM Finance and Assets confirms that the spending priorities have been developed by Cabinet and he is in agreement with the recommendations of this report.

### **Local issues**

N/A.

### **Scrutiny Committees**

Non – the spending priorities have been developed by Cabinet and discussed with the Administrations wider group.

### **Equalities Impact Assessment and the Equalities Act 2010**

N/A

### **Children and Families (Wales) Measure**

N/A

### **Wellbeing of Future Generations (Wales) Act 2015**

The spending priorities will benefit the aims of this act in that investments here will provide long term benefits for users of services benefitting from the investment.

### **Crime and Disorder Act 1998**

Some aspects of the spending priorities will provide benefits in relation to this Act.

### **Consultation**

The Cabinet have developed these proposals and consulted with their group before finalising.

### **Background Papers**

None.

Dated: 26-2-2017





# Report

## Cabinet

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### Part 1

Date: 13 March 2017

Item No: see above

### **Subject** Pay and Reward Statement 2017/18

**Purpose** For Cabinet to consider the updated Pay and Reward Policy for 2017/18 and recommend to Council

**Author** Rhys Cornwall, Head of People and Business Change

**Ward** All

**Summary** The Localism Act 2011 required English and Welsh local authorities to produce a “pay policy statement”, initially for the financial year 2012-13, and then on an annual basis. The legislation outlined a number of statutory requirements which must be included in any pay policy statement.

In March 2012, Council approved a Pay and Reward Policy which, as well as meeting the statutory requirements, widened the scope of the policy beyond that required by the Localism Act 2011 to cover the pay arrangements of all Council employees, including those in schools.

The Pay and Reward Policy has been updated to take account of revised guidance from the Public Services Staff Commission’s report on senior pay which was published in December 2016. In addition minor revisions have been made to the body of the Policy to better reflect the purpose, scope and application.

**Proposal** For Cabinet to approve the updated Pay and Reward Policy in order to meet the statutory requirement for a pay policy statement to be approved and published by Council on an annual basis.

**Action by** Chief Executive/Head of People and Business Change

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Head of Law and Regulation
- Head of Finance
- HR Manager

**Signed**

## Background

The Localism Act 2011 required English and Welsh local authorities to produce a 'pay policy statement,' initially for the 2012-13 financial year, and then on an annual basis. Items which must be included in the statutory pay policy statement are as follows:

- A local authority's policy on the level and elements of remuneration for each chief officer
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of 'lowest-paid employees' and its reasons for adopting that definition)
- A local authority's policy on the relationship between the remuneration of its chief officers and other officers
- A local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additional to remuneration, use of performance-related pay and bonuses, termination payments, and transparency.

The Act also specifies that the pay policy statement:

- must be approved on an annual basis formally by the full Council meeting (the responsibility cannot be delegated to Cabinet or a sub-committee)
- can be amended in-year
- must be published on the authority's website (and in any other way the authority chooses)
- must be complied with when the authority sets the terms and conditions for a chief officer.

The Act requires an authority to have regard to any statutory guidance on the subject issued or approved by the Secretary of State or Welsh Ministers. The Welsh Government issued statutory guidance on "*Pay Accountability in Local Government in Wales*" in March 2012 and the Public Services Staff Commission published further supplementary guidance in December 2016.

## Pay and Reward Policy

The Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public; but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

In particular the Council recognises that senior management roles in local government are complex and diverse functions in a highly politicised environment where national and local pressures often conflict. Newport's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial if the Council is to retain its current high performance levels and to deliver for local people.

The Council's Pay and Reward Policy, initially approved in March 2012, was developed to meet the statutory requirements contained in the Localism Act 2011. However, in the spirit of transparency, the Council took the opportunity to take a wider view and include information relating to school based employees.

Local authority schools are specifically excluded from the Localism Act's statutory requirements. However, as employees in community maintained and voluntary controlled schools are employees of the Council, reference has been made to school based employees within the Pay and Reward Policy. It is recognised that the pay decisions for these employees are delegated to school Governing Bodies by legislation and that each school is responsible for publishing its own Pay Policy. For the avoidance of doubt, the relevant school Pay Policies are the definitive version of policy for school based staff engaged by the governing body of the respective school.

## Updates since April 2016

Council received and approved a report (Review of Senior Pay) in September 2016 proposing to:

1. Acknowledge the outcome of a recent job evaluation exercise for Heads of Service and move three identified posts to HDS02 in line with the outcome of that exercise
2. Note the ongoing recruitment and retention issues for this staffing group due to market rate values being inconsistent with NCC's current pay levels

The proposals were agreed and as a result changes to the Head of Service pay bands took effect, moving three posts into the HDS02 pay range.

Subject to approval by full Council, to meet the requirements of the Localism Act, this Pay and Reward Policy will be published on the Council's Website. In addition, in accordance with the provisions of Accounts and Audit (Wales) Regulations 2005, the Council's Annual Statement of Accounts will include a note setting out salary and remuneration information for Council posts where the full time equivalent salary is at least £60,000.

## Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures set out in the Pay and Reward Policy. The Council's lowest paid employee is paid on spinal point 8 of the NJC for Local Government Workers. As at 1 April 2017, this is £15,246 per annum (based on a full-time equivalent of 37 hours per week). This rate increased to **£16,257** on application of the living wage supplement.

As part of its commitment to pay transparency, and following the recommendations of the Hutton Review, the Council will publish information on pay relativities on an annual basis in the Pay and Reward Policy. This information for **2017-18** is as follows:

Multiple of Salary	Ratio
• the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio	1 : 8:6
• the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 5:7
• the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio	1 : 6:5
• the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 4:3

Note:

- i) Column A provides the pay ratio as per the requirement of the Localism Act 2011
- ii) These figures exclude remuneration for appointments within organisations for which the Council provides a payroll service but is not the employer.
- iii) These figures exclude remuneration for joint appointments where the Council is not the employer

In relation to the gender pay gap, the Council's Strategic Equality Plan 2015/16 outlines the gender pay gap between men and women in the Council.

## Financial Summary

There are no financial implications contained in the updated *Pay and Reward Policy*, as the policy confirms the current pay and reward arrangements in place in the Council.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Failure to comply with statutory requirement to approve and publish a "pay policy statement" on an annual basis	H	L	Produced an updated <i>Pay and Reward Policy</i> which meets the statutory requirements and which is recommended for approval by Cabinet and full Council	Chief Executive / Head of People and Business Change

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

The Pay and Reward Policy forms a key part of the Council's People Plan. The People Plan underpins the Council's Corporate Plan and Strategic objectives - how employees are rewarded for their contribution is directly linked to the delivery of the council's key aims. The updated Pay and Reward Policy will ensure, when approved, that the Council complies with the statutory requirement to publish a "pay policy statement" on an annual basis.

## Options Available

The options available are as follows:

1. For Cabinet to agree to recommend the updated Pay and Reward Policy to full Council for approval.
2. For Cabinet not to agree to recommend the updated Pay and Reward Policy to full Council for approval.

## Preferred Option and Why

For the Cabinet to agree to recommend the updated Pay and Reward Policy to full Council for approval in order to meet the statutory requirements for a 'pay policy statement' to be published on an annual basis.

## Comments of Chief Financial Officer

The Council's Budget is based on the overall pay structures in place, as outlined in the updated Pay and Reward Policy. There are therefore no direct financial implications contained in the report.

## Comments of Monitoring Officer

The Council has a statutory duty under Section 38 of the Localism Act 2011 to approve and publish its Pay Policy on an annual basis. The proposed Pay and Reward Policy has been prepared in accordance with the legislation and Welsh Government Guidance. The policy has to be approved by full Council on an annual basis, in order to comply with the statutory requirements. Therefore, Cabinet will need to make a recommendation to full Council to approve and adopt the final Pay and Reward Policy. This revised Policy has been updated to take account of revised guidance from the Public Services Staff Commission Report on senior pay published in December 2016, the changes agreed to Chief Officers Pay grades in September 2016 and other minor revisions to better reflect the nature and scope of the policy. Once adopted, the Pay and Reward Policy will need to be published and the Annual Statement of Accounts will also need to include details of the remuneration of individual Chief Officers, to comply with the requirements of the Audit (Wales) Regulations.

## **Staffing Implications: Comments of Head of People and Business Change**

Author of report, comments contained within main body of the report.

## **Comments of Cabinet Member**

Council previously approved the Pay and Reward Policy in April 2016. The updated policy reflects the current position in relation to pay arrangements for employees of the Council, including changes approved during the past 12 months. I have agreed that the updated policy be presented to the Cabinet for consideration, and subject to Cabinet's approval, be recommended to full Council.

## **Local issues**

N/A

## **Scrutiny Committees**

N/A

## **Equalities Impact Assessment**

N/A

## **Children and Families (Wales) Measure**

N/A

## **Consultation**

As outlined within the report.

## **Background Papers**

Pay and Reward Statement 2017

**Dated:** 13 March 2017

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## Introduction

Newport City Council recognises the importance of remuneration decisions that are appropriate, transparent, provide value for money and reward employees fairly for the work that they perform. This policy statement sets out the Council's key approaches to pay and reward for our employees.

## Aims of the Policy

To outline Newport City Council's approach to the pay and reward of its employees in the interests of openness and transparency.

## Scope

To provide the public with the Council's policy on all aspects of pay and reward, including senior posts and the lowest paid posts, explaining the relationship between remuneration for senior post holders and other groups.

## To be read in conjunction with

Annual Statement of Accounts 2016/17  
Job Evaluation Scheme  
School Teachers' Pay and Conditions Document/School Pay Policies  
Market Supplement Guidance  
Early Retirement and Redundancy Payments Guidance  
Out of Hours/Additional Duties/Detriment Schemes  
Travel and Subsistence Policy

## 1. Principles

This is Newport City Council's 2017/18 annual Pay and Reward Policy for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

This Pay and Reward Policy provides the framework for decision making on pay and in particular decision making on senior pay.

The Council recognises that there is public interest in public sector pay and therefore the importance of being transparent in its decisions relating to pay. It is recognised that senior posts in the Council are accountable for delivering the current strategic objectives of the organisation, including demonstrating value for money and the role that senior leadership plays in the quality of service delivery. The context of managing resources effectively and appropriately is of importance to the Council and transparency on pay is therefore appropriate to publish for public scrutiny.

In accordance with the requirements of Section 38 of the Localism Act 2011 and of the Revised Guidance issued by the Welsh Government in December 2015, Newport City Council is required to publish a Pay Policy Statement for each financial year detailing:

- a) The Council's definition of senior posts
- b) The Council's definition of lowest paid employees
- c) Reasons for adopting these definitions
- d) The relationship between the remuneration of senior posts and that of the lowest paid employees

In addition to this Pay and Reward Policy, remuneration reporting is included in the Council's Annual Statement of Accounts. The 2015/16 information can be found [here](#).

The Council's senior posts are defined as:

Chief Executive  
Strategic Director – People  
Strategic Director – Place  
Chief Education Officer  
Head of Finance (Section 151 Officer)  
Head of Law and Regulation (Monitoring Officer)  
Head of People and Business Change  
Head of Childrens' Services  
Head of Adults' Services  
Head of Regeneration, Investment and Housing  
Head of Streetscene and City Services

## **2.0 Legislative Framework**

### **2.1 General**

In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act (2010), Part Time Employment (Prevention of Less Favourable Treatment) Regulations (2000), the Agency Workers Regulations (2010), Transfer of Undertakings (Protection of Employment) Regulations (2006) where relevant, and the National Minimum Wage Act (1998).

With regard to Equal Pay requirements contained within the Equality Act, the Council aims to ensure that there is no pay discrimination within its pay structures and that pay differentials can be objectively justified through the use of equality proofed job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

### **2.1 Pay in schools**

Employees who are appointed and directly managed by Head teachers and/or Governing Bodies are not required to be included within the scope of Pay Policy Statements as the provisions in the Localism Act (2011) only apply to employees appointed and directly managed by the Council. This reflects the requirements contained within the Staffing of Maintained Schools (Wales) Regulations (2006) where schools based staff are considered to be employees of the Council, yet the appointment and management of this staff group is discharged to the Governing Body.

In the interests of consistency and transparency the pay related data set out within this Pay Policy Statement includes information relating to those who are appointed and managed by Head teachers/Governing Bodies. Schools are required to develop their own Pay Policy and Welsh Government are considering the position with regards to the publication of school pay policies.

## **3.0 Responsibility for Pay Decisions**

### **3.1 Responsibility for the Approval of the Pay and Reward Policy**

The Council's Pay and Reward Policy incorporates the statutory provisions of the Localism Act (2011) in relation to pay policy statements. Approval of this statement and of any amendments to it is therefore a matter for full Council, and cannot be delegated to any sub-committee.

### **3.2 Responsibility for Council Pay Structure and Employment Terms and Conditions**

As per the Council's constitution, overall responsibility for Council policy in relation to pay and grading structures, and employment terms and conditions rests with the Cabinet, with specific policy decisions delegated to the Cabinet Member for Finance and Resources.

The exception to this is the matter of senior pay structures, where any proposed changes are a matter for full Council.

### **3.3 Delegated Authority**

Managers should be aware of their delegated levels of authority. Delegations for decisions on pay cannot be further delegated below these levels:



<b>Decision</b>	<b>Delegated level of Authority</b>
Salary packages above £100,000 per year	Full Council
Starting pay above grade minimum for the Chief Executive, Strategic Directors and Heads of Service	Appointments Committee
Market Supplement for the Chief Executive, Strategic Directors and Heads of Service	Appointments Committee
Performance related pay increases for the Chief Executive	Leader and Deputy Leader of the Council in consultation with the Head of People and Business Change
Performance related pay increases for the Strategic Directors	Leader, Deputy Leader and Chief Executive in consultation with the Head of People and Business Change
Pay progression through Head of Service grade	Strategic Directors in consultation with the Head of People and Business Change
Starting pay above grade minimum for all grades below Head of Service	Head of Service in consultation with Human Resources
Market Supplement for posts below Head of Service	Head of Service in consultation with the Head of Law and Regulation, Head of Finance and Head of People and Business Change
Pay progression through all grades below Head of Service	Head of Service in consultation with Human Resources
Additional duties payments below Head of Service	Head of Service in consultation with Human Resources
Individual grading including re-grading applications	Head of Service with Human Resources*
Salary detriment	Head of Service*
Early release of pension	Head of Service*
Planned overtime payments	Head of Service

***Decisions marked with \* are subject to a formal business case and consultation with either Human Resources in the case of re-grading requests, or the Head of Law and Regulation, Head of Finance and Head of People and Business Change in the case of salary detriment or early release of pension. Any dispute will be determined by a Strategic Director.***

The Head of People and Business Change is responsible for ensuring that the Council's Job Evaluation Scheme (where applicable) and pay processes have been applied. Human Resources is responsible for overseeing any decision on pay to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay and Reward Policy.

**4.0 Terms and Conditions of Service**

The Council’s employees are employed on a number of different terms and conditions dependent on the role that they fulfil:

<b>Employee Group</b>	<b>Terms and Conditions</b>
Chief Executive	Joint National Council for Chief Executives terms and conditions except for pay which is determined by a local performance related pay arrangement
Strategic Directors and Heads of Service	Joint National Council for Chief Officers’ terms and conditions. Strategic Director pay is determined by a local performance related pay arrangement, Head of Service pay is subject to annual incremental movement through the grade
School Teachers	Head, Deputy, Assistant Head teachers and all other classroom teachers employed directly by the Council (as opposed to those employed by the Governing Body of a voluntary aided school) are paid in accordance with the School Teachers’ Pay and Conditions Document (STPCD).
School Improvement Professionals and Education Psychologists	The Soulbury Committee determine pay arrangements and National Joint Council for Local Government Service Employees terms and conditions apply for all other contractual entitlements
All other employees (including schools based staff other than teachers)	National Joint Council for Local Government Service Employees apply, supplemented by the Newport City Council Single Status Pay and Grading arrangements

**5.0 National pay bargaining arrangements**

The Council uses nationally negotiated pay spines for the relevant groups of employees as the basis for its local pay structures. The Council remains committed to adherence with national pay bargaining in respect of the national pay spines and any increases negotiated in the pay spine.

Employees on all terms and conditions will receive a pay award where this is negotiated nationally by the relevant negotiating committee.

**6.0 Process for grading posts**

The Council utilises the Newport City Council Job Evaluation scheme as the basis for its local grading structure. This determines the salaries of the large majority of employees including non-teaching staff in schools. The pay and grading structure was achieved through a collective agreement with the recognised trade unions and implemented with effect from 1<sup>st</sup> April 2015.

The pay grade of posts on Soulbury and Teachers’ pay will be determined in accordance with the national and local agreed terms.

The Council’s senior pay structure has historically been designed with the Hay job evaluation scheme. In

September 2016 the Independent Remuneration Panel for Wales (IRPW) gave approval to a proposal to revise the pay grade for three Heads of Service as a result of a revised job evaluation exercise undertaken by the Hay Group ([click here](#)). Full Council gave approval to change the pay grades on 27<sup>th</sup> September 2016 ([click here](#))

## 7.0 Senior Management Remuneration

For the purpose of the Council's Pay and Reward Policy, senior management means 'Chief Officers' as defined within Section 43 of the Localism Act (2011). The posts within the Council's structure identified by the statutory definition are set out below:

- Chief Executive
- Strategic Director – People
- Strategic Director – Place
- Chief Education Officer
- Head of Childrens' Services
- Head of Adults' Services
- Head of Law and Regulation
- Head of Finance
- Head of People and Business Change
- Head of Regeneration, Investment and Housing
- Head of Streetscene and City Services

The current salary ranges for these posts can be found in Appendix B.

## 7.1 Recruitment and appointment of Chief Officers

The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in Part 4 of the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own Recruitment Policy and Procedures, Job Security and Diversity Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

Where the Council remains unable to recruit chief officers under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any chief officers engaged under such arrangements. Any substantive chief officer appointment made under a contract for service is subject to the approval of full Council in accordance with the provisions of the Council's Constitution.

## 7.2 The role of the Chief Executive

The Chief Executive is the senior officer who leads and takes responsibility of the organisation. The organisation has a turnover of £401m and is responsible for a wide range of services employing some 6000 staff.

The role of the Chief Executive is a full time and permanent appointment. Post holders are selected on merit, against objective criteria, following public advertisement. They are appointed by the Council's Appointments Committee.

As head of the paid service, the Chief Executive works closely with elected members to deliver Newport's corporate plan – aspiring to be a caring city, a fairer city, a learning and working city, a greener and healthier city and a safer city, thereby improving people's lives.

The Chief Executive routinely works evenings as well as the standard Monday to Friday business week. The Chief Executive also heads the 'on call' arrangements particularly to cover emergency planning requirements.

## 7.3 Chief Executive Pay

The salary for the Chief Executive is set out in Appendix B, and the Chief Executive may receive additional payments for any of the elections where he is the Returning Officer.

Details of the Chief Executive's pay, including any additional payments are published on page 98 of the annual accounts of the Council and can be accessed [here](#).

The Chief Executive is a member of the LGPS pension scheme and details are disclosed in the remuneration report. There have been no increases or enhancements to the pension outside of standard arrangements.

The notice period for the role is 3 months.

## 7.4 Proposals to change the Chief Executive's salary

Where the Council proposes to change the Chief Executive's salary level and the proposed change is not commensurate with a change to the salaries of the authority's other employees, it will consult the Independent Remuneration Panel for Wales (IRPW) about the proposed change. The Council will provide the IRPW with all relevant information regarding its proposed change, and will have due regard to any IRPW recommendations on the proposals.

The Council is required to declare whether or not any referrals have been made to the IRPW. To date there have been no referrals made to the IRPW regarding any aspects of the Chief Executive's salary in the Council's Pay and Reward Policy.

The Council will have regard to any recommendation received from the IRPW when performing its functions under section 38 or 39 of the Localism Act 2011. This may include any recommendations from the IRPW in relation to a policy within the Council's Pay and Reward Policy regarding severance packages.

## 7.5 Joint Appointments

The Council's intention is to continue to develop collaborative working on a planned and strategic basis with local authority partners and also with other public sector organisations. Therefore when senior vacancies arise, including at Chief Officer level, the views of elected Members will be sought as to whether consideration of a joint appointment would be appropriate. If Members are supportive, discussions will take place with partners and neighbouring authorities to determine whether the posts can be reconfigured as a joint appointment, instead of automatically being filled on a like for like basis.

If a decision is made to progress with a joint appointment, both parties will need to reach agreement on the salary and overall remuneration package for the post, and the proportion to this which each party will pay. Where the Council will be the employer of the joint appointee, the determination of salary and other pay arrangements will be in accordance with this Pay and Reward Policy.

Any joint appointments at Chief Officer level will be made in accordance with the provisions of the Officer Employment Procedure Rules contained in the Council's Constitution.

## 8. Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures as set out in this Pay and Reward Policy. A copy of the Council's grades for NJC posts is published on the external

webpage [here](#).

The 'lowest paid' persons employed under a contract of employment with the Council are employed at spinal column point 8 through to 10 of the National Joint Council pay spine for Local Government Services.

As at 1 April 2017, all employees paid at spinal column point 8 through to 10 of the NJC pay spine for Local Government Services employees are paid at a living wage rate of £8.45 per hour or £16,258 (full time equivalent earnings) per annum for a standard 37 hour, 52 week a year contract. The rate is paid by way of a supplement to basic pay.

The Council employs Apprentices (and other trainees) who are not included within the definite of 'lowest paid employees' as they are not employed under Contracts of Employment.

The relationship between the rate of pay for the "lowest paid" employees and the Council's Chief Officers is regulated by the processes used for determining pay and grading structures as set out in this Pay and Reward Policy.

The salary utilised for the Chief Officer calculations of all the pay multiple data is £137,345.

As part of its commitment to pay transparency, and following the recommendations of the Hutton "Review of Fair Pay in the Public Sector" (2011), the Council will publish information on pay relativities on an annual basis. The information for 2017-2018 is as follows:

Multiple of Salary	Ratio
• the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio	1 : 8:6
• the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 5:7
• the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio	1 : 6:5
• the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 4:3

Note:

- i) Column A provides the pay ratio as per the requirement of the Localism Act 2011
- ii) These figures exclude remuneration for appointments within organisations for which the Council provides a payroll service but is not the employer.
- iii) These figures exclude remuneration for joint appointments where the Council is not the employer

In relation to the gender pay gap, the Council's [Strategic Equality Plan 2015/16](#) outlines the gender pay gap between men and women in the Council.

## 9. Starting Pay

New appointments will normally be made at the minimum of the relevant grade for the post. Under exceptional circumstances, and where there are compelling and evidenced reasons to support the decision, a new employee may be appointed to a higher increment. Exceptional reasons may include the need to secure the best candidate and / or having regard to the knowledge, skills and competencies of the individual as well as their current and previous salary levels.

All requests to appoint above the minimum of the grade must be agreed by the relevant Head of Service, in consultation with their HR Business Partner before any salary offer is made to the candidate. In the case of Chief Officers, all requests to appoint above the minimum of the grade must be agreed by the relevant Appointments Committee of the Council.

In addition, all salary packages for Chief Officers with a value of £100,000 or more must be approved by the full Council. The salary package will include salary, performance related pay, fees or allowances and any benefits in kind.

## **10. Annual Pay Progression arrangements**

Pay structures for the all employee groups are attached at the appendices as follows:

Appendix A: NCC NJC Salary Structure with Effect from 1 January 2016 (Applicable to National Joint Council for Local Government Employees)

Appendix B: Chief Officer Pay Scales

Appendix C: Soulbury Pay Scale

Appendix D: School Teachers' (Qualified and Unqualified) Pay Ranges and Leadership Group Pay Spines

The pay progression arrangements for the relevant employee groups are outlined below.

### **10.1 NJC for Local Government Employees**

Increments will be paid on 1st April each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

(ii) Employees with less than six months' service in the grade by 1st April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

NB: Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

### **10.2 Chief Officers – Chief Executive and Strategic Directors**

The Chief Executive and Strategic Directors will not be paid any annual increment. Any progression within these salary ranges will be based solely on performance in accordance the agreed performance related pay arrangements.

### **10.3 Chief Officers – Heads of Service**

Increments will be paid to Heads of Service on 1 April each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

(ii) Employees with less than six months' service in the grade by 1 April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

NB: Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

### **10.4 Employees on Soulbury salary scales**



Increments will be paid on 1 September each year until the maximum of the level is reached subject to the following:

- (i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources
- (ii) Employees with less than six months' service in the grade by 1 September shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 September.
- (iii) Structured Professional Assessment points will be paid in accordance with the provisions of the Soulbury Committee and the Council's Soulbury Guidance note.

The small group of employees who remain subject to the local agreement reached in June 2005 for employees within school improvement posts are employed on 'spot points' and are therefore not entitled to receive annual increments.

## **10.5 Withholding an increment**

For all employees in posts subject to incremental progression, an increment may be withheld due to poor performance. This will only apply where formal capability procedures are being followed in accordance with the Council's Capability Policy. Any increment withheld may be paid subsequently if the employee's performance improves.

## **10.6 Teachers and School Leaders**

Progression for teachers paid on the main or upper pay ranges will be in accordance with the provisions of the STPCD 2015; any pay movement, where awarded, applies from 1 September each year. Teachers employed on the Leadership spine (Head Teachers, Deputies and Assistant Head Teachers) are eligible to progress within the pay range for their post on 1 September each year until the maximum point is reached. Progression is subject to meeting the requirements for movement set out in the STPCD. More detailed information and guidance can be found in the Council's Teachers' Pay Policy.

## **11. Pay on Promotion or Transfer**

### **11.1 Move to a new post at the same level**

Where an employee moves to a new permanent post at the same level, they will normally be appointed on the same salary point and retain the incremental date (where this is relevant) from their original post.

### **11.2 Pay on promotion**

Where an employee receives a promotion they will normally be appointed on the minimum point for the new post (unless the provisions of Section 10 are utilised) subject to them receiving a minimum of one increment above their current spinal point in their pre-promotion post.

All requests to appoint above the minimum of the level must be agreed by the relevant Head of Service, in consultation with their HR Business Partner before any salary offer is made.

In the case of Chief Officers, all requests to appoint above the minimum of the grade must be agreed by the relevant Appointments Committee of the Council.

## **12. Allowances: Overtime, Bank Holiday Working, Night Work, Standby etc**

Employees on all terms and conditions, other than Chief Officers and teachers, may be paid allowances, where appropriate, in accordance with the relevant provisions of their terms and conditions of employment as supplemented by local agreement.

Chief Officers and teachers are not eligible for such allowances but are expected to undertake duties outside their contractual hours and working patterns as is commensurate with their salary level without additional payment.

## **13. Additional Payments – All Employees**

Employees on all terms and conditions may be eligible for the following additional payments unless otherwise stated:

### **13.1 Additional Duties Scheme**

There may be occasions when an employee is asked to carry out additional duties at a higher level to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's Additional Duties Scheme, which can be found [here](#).

N.B. Under the School Teachers' Pay and Conditions Document (STPCD), there are no provisions which allow for the payment of honoraria to teachers.

### **13.2 Professional Fees**

The Council does not pay or reimburse professional / registration fees.

### **13.3 Market Supplements**

Within a diverse workforce encompassing highly skilled professional and technical roles the Council recognises there may be occasions where market forces produce a situation where, in exceptional circumstances, the Council may offer an additional temporary supplement to the pay of a post.

The Council has a Market Supplement Scheme for Local Government Service employees to ensure that requirement for any market pay supplements is objectively justified. With the exception of teachers, the Scheme may apply to other posts within the council.

With effect from 1 April 2015, the council pays a Living Wage supplement lifting the pay of the lowest paid workers to a minimum of £7.85 per hour paying the difference between the relevant Spinal Column Point (SCP 6 to 10), as a supplement. This supplement is included in the hourly rate as pensionable pay and is demonstrated in the NCC NJC Salary Structure provided in Appendix A.

Supplements are subject to regular review and can be withdrawn where no longer considered justifiable.

### **13.4 Additional Payments under the STPCD**

The STPCD makes provision for the following additional allowances / payments for teachers, subject to the necessary criteria being met:

- Teaching and Learning Responsibility Allowances
- Special Educational Need Allowances
- Recruitment or Retention Incentives and Benefits
- Payments for participation in continuing professional development undertaken outside the school day, out-of-school hours learning activities, activities relating to the provision of initial teaching training and / or additional responsibilities and activities
- learning activities

Where the Council has centrally employed teaching staff, it may make use of the above allowances, subject to meeting the relevant provisions of the STPCD.

### **13.5 Travel and Subsistence Expenses**

The Council's Travel and Subsistence Policy seeks to ensure that no employees will be financially



disadvantaged whilst undertaking duties which take them from their normal place of work. Employees will be reimbursed additional travelling or subsistence expenses incurred in the course of their work in accordance with this policy, subject to evidence of expenditure being produced. Details of the current rates for travelling and subsistence expenses can be found [here](#).

**14. Additional Payments to Chief Officer posts**

The Council has a ‘Block Car Allowance’ scheme which applies to all Chief Officers. On appointment, Chief Officers are able choose whether to accept the block allowance or to claim their mileage as and when undertaken as per the Council’s Travel and Subsistence Policy. The Block Car Allowance provides a fixed annual payment to cover all return journeys undertaken on Council business, where each individual journey is less than 70 miles in total. For journeys of more than 70 miles in total, reimbursement is in accordance with the Travel and Subsistence Policy.

<b>CHIEF OFFICER POST</b>	<b>PRE-DEFINED ANNUAL MILEAGE</b>	<b>ANNUAL ALLOWANCE</b>
Chief Executive Strategic Director – People Strategic Director – Place	2,000	£900
Head of Childrens’ Services Head of Regeneration, Investment and Housing	2,400	£1,080
Chief Education Officer Head of Adults’ Services Head of Streetscene and City Services Head of People and Business Change	1,500	£675
Head of Law and Regulation Head of Finance	1,000	£450

**14.2 Returning Officer**

The Council has agreed that the Chief Executive undertakes the role of Returning Officer in respect of local, national and European elections.

The Returning Officer is an officer of the City Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

Other Council staff may undertake duties on behalf of the Returning Officer, e.g. polling clerks, count supervisors, etc. They will receive separate payments for these duties based on their role in any election process.

**15. Employee Benefits**

In additional to an employee’s salary, the Council is able to offer a comprehensive range of benefits designed to enhance the work / life balance of our employees. The current benefits include:

- the Local Government / Teachers’ Pension Schemes as applicable
- generous annual leave entitlements in addition to bank holiday entitlement
- The option to purchase up to one week of additional annual leave

- learning and development opportunities
- flexible working arrangements
- employee wellbeing schemes, such as Care First
- childcare vouchers
- cycle-to-work scheme
- car lease scheme (due to be implemented in April 2017)
- discounted gym and leisure membership
- use of the Vectis card scheme to provide retail discounts

## **16. Detriment Arrangements**

### **16.1 All employees except Teaching staff**

The Council has a non-contractual Detriment Scheme for those employees whose posts are downgraded as a consequence of implementing structural change. This can be found on the Council's Intranet. Detriment arrangements will not apply where the move to a lower graded post is voluntary.

### **16.2 Teaching Staff**

There are specific statutory arrangements in place for teachers whose posts are downgraded as a result of implementing structural change or because of the implementation of school reorganisations. These provisions are outlined in the STPCD.

## **17. Termination of Employment**

### **17.1 Payments on Termination**

Where an employee's employment is brought to an end on grounds of redundancy or early retirement, they will receive payment on termination of their employment in accordance with the Council's Redundancy Payments and Early Retirement Guidance and discretions relating to the Local Government Pension Scheme policy. This guidance sets out the Council's approach to statutory and discretionary payments on termination of employment of all employees, prior to reaching normal retirement age. It includes the Council's discretions in accordance with the following statutory regulations:

- The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, The Local Government Pension Scheme Regulations 2013 and the Local Government Pension Scheme (Transitional Provisions & Savings) Regulations 2014
- The Teachers' Pension Scheme Regulations 2010 and Teachers (Compensation for Redundancy and Premature Retirement) Regulations.

Chief Officer severance packages above £100,000 must be agreed by full Council. The severance /redundancy package includes any redundancy payment, contractual notice period and full cost of early release of pension (as required under Regulation 68 (2) of the Local Government Pension Scheme).

Payments to the Chief Executive falling outside these provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader and Deputy Leader.

Other payments to other Chief Officers falling outside these provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader and the Cabinet Member for Human Resources and Assets.

### **17.2 Re-employment following termination**

Employees who have left the Council's employment on grounds of redundancy or early retirement will not normally be re-employed by the Council in the same capacity unless there is an exceptional business

reason to do so. For all posts except Chief Officer posts, this will be determined by the Chief Executive, in consultation with the Head of People and Business Change. Where a former employee is re-employed at Chief Officer level, the appointment will be subject to the approval of full Council in accordance with the provisions of the Council's Constitution.

## **18. Confidentiality**

The application of this Pay and Reward Policy will be undertaken in an open and transparent way but the salary details of individual members of staff shall remain confidential. Where the Council is required to publish salary information in accordance with the provisions of the Accounts and Audit (Wales) Regulations 2005, this information is published on an anonymised basis due to the requirements of the Data Protection Act 1998.

## **19. Workforce Information**

It is recognised that accurate workforce data is critical to the management of the Council's most valuable and costly resource, its employees, and to the implementation of this Pay and Reward Policy. People and Business Change will be responsible for analysing the data that is currently collected in order to inform any future proposed changes to this policy/related policies and in order to fully understand the financial context.

## **20. Partnership with Trades Unions**

The Council will endeavour to maintain the joint working approach that it has developed with its recognised Trade Unions and will continue to work closely with them on pay related matters. There has been consultation with representatives of the recognised Trade Unions during the development of this Pay and Reward Policy. Collective bargaining processes will be followed as appropriate for any proposed changes to pay and/or allowances.

## **21. Publication**

Following approval by the full Council, and in accordance with the requirements of the Localism Act, this Pay and Reward Policy will be published on the Council's Website.

In addition, for posts where the full time equivalent salary is at least £60,000, in accordance with the provisions of Accounts and Audit (Wales) Regulations 2005, the Council's Annual Statement of Accounts will include a note setting out:

- the total amount of salary, fees or allowances paid to or receivable by the postholder in the current and previous year
- any bonuses so paid or receivable by the postholder in the current and previous year
- any sums payable by way of expenses allowance that are chargeable to UK income tax
- any compensation for loss of employment and any other payments connected with termination
- any benefits received that do not fall within the above.

## **25. Policy Review**

This Pay and Reward Policy outlines the current position in respect of pay and reward within the Council. It will be reviewed and reported to Council on an annual basis to ensure it meets the principles of fairness, equality, accountability and value for money for the authority and its residents.

This Pay and Reward Policy is an update to the statement initially approved by Council in March 2012, and updated and approved by Council in subsequent years. This statement will come into immediate effect once fully endorsed by Council at its meeting in April 2017.

**Appendix A: NJC FOR LOCAL GOVERNMENT WORKERS SALARY RATES  
- 1 APRIL 2017**

Spinal Column Point	Annual Salary £	Monthly Salary £	Weekly Salary £	Hourly Rate (37) £		
8	15246	1,270.50	292.39	7.9024		
9	15375	1,281.25	294.86	7.9692	<b>Grade 1</b>	
10	15613	1,301.08	299.43	8.0926	(210-253)	
11	15807	1,317.25	303.15	8.1932		
12	16123	1,343.58	309.21	8.3570		<b>Grade 2</b>
13	16491	1,374.25	316.26	8.5477		(254-297)
14	16781	1,398.42	321.83	8.6980		
15	17072	1,422.67	327.41	8.8488	<b>Grade 3</b>	
16	17419	1,451.58	334.06	9.0287	(298-341)	
17	17772	1,481.00	340.83	9.2117		
18	18070	1,505.83	346.55	9.3661		<b>Grade 4</b>
19	18746	1,562.17	359.51	9.7165		(342-397)
20	19430	1,619.17	372.63	10.0711		
21	20138	1,678.17	386.21	10.4380		
22	20661	1,721.75	396.24	10.7091	<b>Grade 5</b>	
23	21268	1,772.33	407.88	11.0237	(398-453)	
24	21962	1,830.17	421.19	11.3835		
25	22658	1,888.17	434.54	11.7442		
26	23398	1,949.83	448.73	12.1278		<b>Grade 6</b>
27	24174	2,014.50	463.61	12.5300		(454-509)
28	24964	2,080.33	478.76	12.9395		
29	25951	2,162.58	497.69	13.4511		
30	26822	2,235.17	514.39	13.9025	<b>Grade 7</b>	
31	27668	2,305.67	530.62	14.3410	(510-565)	
32	28485	2,373.75	546.29	14.7645		
33	29323	2,443.58	562.36	15.1988		
34	30153	2,512.75	578.28	15.6291		<b>Grade 8</b>
35	30785	2,565.42	590.40	15.9566		(566-621)
36	31601	2,633.42	606.04	16.3796		
37	32486	2,707.17	623.02	16.8383		
38	33437	2,786.42	641.26	17.3312	<b>Grade 9</b>	
39	34538	2,878.17	662.37	17.9019	(622-677)	
40	35444	2,953.67	679.75	18.3715		
41	36379	3,031.58	697.68	18.8561		
42	37306	3,108.83	715.46	19.3366		<b>Grade 10</b>
43	38237	3,186.42	733.31	19.8192		(678-743)
44	39177	3,264.75	751.34	20.3064		
45	40057	3,338.08	768.21	20.7625	<b>Grade 11</b>	
46	41025	3,418.75	786.78	21.2643	(744-809)	
47	41967	3,497.25	804.84	21.7526		
48	42899	3,574.92	822.72	22.2356		<b>Grade 12</b>
49	43821	3,651.75	840.40	22.7135		(810-875)
50	44914	3,742.83	861.36	23.2801		
51	46043	3,836.92	883.01	23.8652	<b>Grade 13</b>	
52	47196	3,933.00	905.13	24.4629	(876-941)	

53	48371	4,030.92	927.66	25.0719		
54	49580	4,131.67	950.85	25.6986		<b>Grade 14</b>
55	50816	4,234.67	974.55	26.3392		(942-1007)
56	52091	4,340.92	999.00	27.0001		
57	53394	4,449.50	1,023.99	27.6755	<b>Grade 15</b>	
58	54727	4,560.58	1,049.56	28.3664	(1008+)	
59	56090	4,674.17	1,075.70	29.0729		

**Appendix B: CHIEF OFFICER SALARY RATES – 1 APRIL 2017**

JOB TITLE	GRADE	SCALE	ANNUAL SALARY £
<b>CHIEF EXECUTIVE</b>	MD01	001	119,185
		002	125,240
		003	131,290
		004	137,345
<b>STRATEGIC DIRECTORS</b>	CD01	001	100,085
		002	103,790
		003	105,395
		004	109,025
<b>HEADS OF SERVICE</b>	HDS02	005	73,840
		006	75,690
		007	77,575
		008	79,515
	HDS01	009	82,260
		010	85,150
		011	88,035
		012	90,920

**Appendix C: SOULBURY SALARY RATES – 1 SEPTEMBER 2016**

**i) EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)**

SPINE POINT	SALARY FROM 1.9.16	SPINE POINT	SALARY FROM 1.9.16
1	33,730	26	62,291
2	34,938	27	63,367
3	36,078	28	64,457
4	37,234	29	65,551
5	38,383	30	66,643
6	39,533	31	67,725
7	40,741	32	68,824
8	41,902*	33	69,924
9	43,256	34	71,050
10	44,463	35	72,173
11	45,655	36	73,329

12	46,809	37	74,465
13	48,116**	38	75,615
14	49,280	39	76,748
15	50,567	40	77,880
16	51,731	41	79,019
17	52,897	42	80,156
18	54,042	43	81,293
19	55,223	44	82,435
20	55,833***	45	83,574
21	57,005	46	84,715
22	58,027	47	85,860
23	59,152	48	86,995****
24	60,160	49	88,135****
25	61,239	50	89,275****

**NOTES:**

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate employees.

\* normal minimum point for EIP undertaking the full range of duties at this level

\*\* normal minimum point for senior EIP undertaking the full range of duties at this level

\*\*\* normal minimum point for leading EIP undertaking the full range of duties at this level

\*\*\*\* extension to range to accommodate structured professional assessments.

**ii) EDUCATIONAL PSYCHOLOGISTS**

<b>EDUCATIONAL PSYCHOLOGISTS - SCALE A</b>	
<b>SPINE POINT</b>	<b>SALARY FROM 1.9.16</b>
1	35,377
2	37,173
3	38,969
4	40,764
5	42,558
6	44,353
7	46,044
8	47,734
9	49,317*
10	50,902*
11	52,380*

**NOTE:**

\*The 11-point scale A provides for up to 3 additional SPA points to be added to the postholder's entitlement on the appropriate 6-point range

**ii) SENIOR EDUCATIONAL PSYCHOLOGISTS**

<b>SENIOR AND PRINCIPAL EDUCATIONAL PSYCHOLOGISTS (B) SALARY RANGE</b>			
<b>SPINE POINT</b>	<b>SALARY FROM 1.9.16</b>	<b>SPINE POINT</b>	<b>SALARY FROM 1.9.16</b>
1	44,353	10	56,386
2	46,044	11	57,506
3	47,734*	12	58,649
4	49,317	13	59,811
5	50,902	14	60,933**
6	52,380	15	62,110**
7	52,987	16	63,275**
8	54,120	17	64,448**
9	55,243	18	65,620**

**NOTES:**

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate employees.

\* Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level

\*\* Extension to range to accommodate discretionary scale points and structured professional assessments

**Appendix D: TEACHERS' SALARY RATES – 1 SEPTEMBER 2016**

Set out below are teachers' pay scales from 1 September 2016 for England and Wales.

**i) TEACHER PAY RANGES**

<b>QUALIFIED TEACHERS – pay rate from 1/9/16 – 31/8/17</b>	<b>ENGLAND &amp; WALES</b>	<b>UNQUALIFIED TEACHERS – pay rate from 1/9/16 – 31/8/17</b>	<b>ENGLAND &amp; WALES</b>
<b>MAIN RANGE</b>	<b>£ p.a.</b>		<b>£ p.a.</b>
<b>Minimum</b>	22,467	<b>Minimum</b>	£16,461
<b>Maximum</b>	33,160	<b>Maximum</b>	£26,034
<b>UPPER PAY RANGE</b>	<b>£ p.a.</b>		
<b>Minimum</b>	35,571		
<b>Maximum</b>	38,250		

**NOTE:**

From 1 September 2013, the qualified and unqualified teacher pay scales were replaced by the ability for the relevant body to pay such salary as it determines within the above Qualified and Unqualified Teacher Pay Ranges.

**ii) ADDITIONAL ALLOWANCES / PAYMENTS**

<b>TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS</b>	<b>ANNUAL SALARY £</b>		<b>ANNUAL SALARY £</b>	
TLR 3 BAND (fixed-term award only)	Minimum	523	Maximum	2,603

TLR 2 BAND	Minimum	2,640	Maximum	6,450
TLR 1 BAND	Minimum	7,622	Maximum	12,898
<b>SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCES</b>	<b>ANNUAL SALARY</b>			
	<b>£</b>			
SEN RANGE	Minimum	2,085	Maximum	4,116

**iii) PAY SPINE FOR THE LEADERSHIP GROUP 1/9/2016 – 31/8/2017**

**(This spine applies to Headteachers, Deputy Headteacher, and Assistant Headteachers)**

<b>LEADERSHIP PAY – 1/9/16 – 31/8/17</b>	
	<b>ENGLAND &amp; WALES</b>
<b>MAIN RANGE</b>	<b>£ p.a.</b>
<b>Minimum</b>	38,984
<b>Maximum</b>	108,238



# Report

## Cabinet

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### Part 1

Date: 20<sup>th</sup> March 2017

Item No:

### **Subject Improvement Plan 16-18 Update for Quarter 3 (October- December 2016)**

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

**Author** Rhys Cornwall, Head of People and Business Change  
Mike Dickie, Business Service Development Manager  
Catherine Davies, Performance Management Officer

**Ward** All

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

The overall assessment of progress towards achieving the Improvement Objectives set out in the plan is classed as 'Green – Good.' IP3 Ensuring people have access to suitable accommodation has been rated Amber – acceptable. Good progress is being made overall.

**Proposal** **Cabinet is asked to:**

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

**Action by** Chief Executive, Strategic Directors and Heads of Service

**Timetable** Immediate

This report was prepared after consultation with:

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

## Background

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

### A Caring City

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#### *1. Improving independent living for older people*

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

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

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

### A Fairer City

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#### *3. Ensuring people have access to suitable accommodation*

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

### A Learning & Working City

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#### *4. City Regeneration and Development*

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

#### *5. Supporting young people into education, employment or training*

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

#### *6. Ensuring the best educational outcomes for children*

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

### *7. Increasing recycling*

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

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

## A Safer City

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### *8. Improving outcomes for youth justice*

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The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people. This relates to prevention of anti-social behaviour and offending; appropriate use of Out of Court Disposals to divert young people from the criminal justice system; reducing the rate of proven re-offending and reducing the proportion of young people sentenced to custody. In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second.

## Monitoring and Evaluating Progress





### 1. Summary of Performance






















Appendix one presents an evaluation of performance summary of progress.

### 2 Progress towards Improvement Objectives

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

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

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

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

The overall assessment of progress towards achieving the Improvement Objectives set out in the plan is classed as 'Green – Good.' IP3 Ensuring people have access to suitable accommodation has been rated Amber – acceptable. Good progress is being made overall.

## Financial Summary

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

## Risks

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

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

## Links to Council Policies and Priorities

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

## Options Available and considered

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

## Preferred Option and Why

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

## **Comments of Chief Financial Officer**

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

## **Comments of Monitoring Officer**

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

## **Comments of Head of People and Business Change**

There are no direct staffing implications as a result of this report. The Improvement Plan 2016-18 plays a part in the Council's contribution to the Wellbeing of Future Generations (Wales) Act 2015, the Sustainable Development Principle has been considered during the development of the plan and its objectives. The Improvement Plan 2016-18, gives clarity of vision which should help employees, managers and stakeholders understand our corporate priorities, how they are being assessed and what this means for individuals.

## **Comments of Cabinet Member**

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

## **Local issues**

Not Applicable

## **Scrutiny Committees**

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

## **Equalities Impact Assessment and the Equalities Act 2010**

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

## Children and Families (Wales) Measure

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

## Wellbeing of Future Generations (Wales) Act 2015

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

The Act places a duty on the public sector to:

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

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

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

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

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

## **Crime and Disorder Act 1998**

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

## **Consultation**

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

## **Background Papers**

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

Cabinet Report: Improvement Plan Priorities 2016-18

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

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

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

Performance Board, Draft Improvement Plan 2016-18

Cabinet Report: Improvement Plan 2016-18

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

Cabinet Report: Improvement Plan Quarter 2 Update (01/12/16)

Council Report: Improvement Plan Review for 2017-18 (23/01/17)

Dated:



**Appendix 1.**  
**Summary of Performance Q3 October - December 2016**

**1. Improving independent living for older people**

Overall Assessment this quarter: Green – Good.

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

The 2 remaining quarterly measures are both performing above target, the OT assessments measure is above target by 2.8% and Telecare packages are above target by 154.

Therefore 2 out of 2 measures green hence 100% performance at the end of quarter 3.

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

Overall Assessment this quarter: Green – Good.

This objective consists of 4 measures, it was previously 5 but the 2a report about the number of people aged 65 plus supported in care homes was removed at the mid-year point. 3 measures are reported monthly and 1 is reported quarterly.

Adult Protection enquiries completed within 7 days is green – 8.4% above target.

Delayed Transfer of Care is Green – operating at 1.53 per 1,000 aged over 75 of the population – this has a cumulative target so at the end of December the target was 3.06. Currently significantly under the target which demonstrates good performance.

Number of integrated assessments completed per month is green. The target is 40 per month and is cumulative. The target for the end of quarter 3 is 360 and we have completed 1,047.

Overall performance within this measure - 4 green - represents 100% achieved performance.

**3. Ensuring people have access to suitable accommodation**

Overall Assessment this quarter: Amber – Acceptable.

The number of empty homes returned to use has been disappointing due to continuing pressures on the resources available to offer support and advice to owners, although there have been some significant interventions on individual problems on long-term empty properties.

**4. City Regeneration and Development**

Overall Assessment this quarter: Green - Good.

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

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

All VVP projects are underway and on target to achieve full spend by the end of March 2017, including those being funded by the late award of additional funding into the programme, with the sole exception of the major project to redevelop 123-129 Commercial Street. Ongoing detailed analysis of the build constraints within such a busy urban environment have added additional cost to the scheme with subsequent negotiation and value engineering required before funding can be defrayed. More positively, planning consent for the scheme has been granted in January 2017 committee which is one of the main project gateways that must be achieved prior to the payment of the funding.

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

## **5. Supporting young people into education, employment or training**

Overall Assessment this quarter: Green – Good.

Progress on target, with programmes developing and targets on track, a slight deviation against the NEET indicator 5.04 has occurred due to a delay in the design of the new programme, however all other targets are on track.

## **6. Ensuring the best educational outcomes for children**

Overall Assessment this quarter: Green – Good.

All actions on track. Verified data for fixed term exclusions from secondary schools will be available in Q4.

## **7. Increasing recycling**

Overall Assessment this quarter: Green – Good.

Diversion of waste from landfill keeps progressing better than expected and recycling performance up to Q3 is very good, so even if results for Q4 in terms of performance will be much lower (mostly due to very low amounts of green waste being collected over the winter), the overall result for the year is expected to be good. We have also had some positive results in terms of reduction of residual waste linked to the Bettws trial.

All the planned activities are progressing according to plan, with the only amber area being the HWRC performance, this is due to the increased amount of residual waste being collected and even if total amount collected during Q3 is lower than the previous quarter, totals are still too high. This combined with lower amounts of some recyclable materials being collected during Q3 due to their seasonal nature (green waste, wood) results in a poor recycling performance for the HWRC. The restriction measures put in place during Q3 didn't bring a big enough decrease in the amount of residual waste, but this remains a challenging area due to there being only 1 HWRC with very high usage which makes monitoring and enforcement of restrictions very difficult.

## **8. Preventing Offending and Re-offending of young people**





Overall Assessment this quarter: Green - Good.

All areas with the exception of 1 (Substance Misuse) are well on target. The Substance Misuse measure is being closely monitored by the Youth Offending Service.

## Appendix 2

### 2 Progress towards Improvement Objectives

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

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

## IP1 Improving independent living for older people

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

### Overall Judgement

Dec 2016		
Actual	Performance	Comments
Green - Good	★	<p>There are 5 measures included in this target - 3 of which are annual so won't be available until after March 31st 2017.</p> <p>The two remaining quarterly targets are:</p> <p>OT assessments - above target by 2.8%</p> <p>Telecare packages - above target by 154</p> <p>The WG submission date for the annual targets (3 out of the 5) is May 2017.</p>

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

### Measures

	to Dec 2016				Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	
ACS/20a reablement reduced package of care and support (M)	~	~	~	~	~
ACS/20b reablement no package of care and support (IPI d) (A)	~	~	~	~	Unable to report these new measures until next year due to the time period of the data required.
ACS/23b Adults who received advice and assistance repeat contact (over 75) (IPI e) (A)	~	~	~	~	
CCAS/L/026 OT Assessments & Reviews (IP) % (M)	★	87.8%	85.0%		
SSL/015 telecare package # (IPI a) (M)	★	1,079	925		

# Actions

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

		Dec 2016		
		Performance	IP Progress Update	IP Activity Planned
✓	IP 1.1 To deliver an integrated assessment process for older people	★	The SSIA training is nearly completed (1 outstanding session) and the in house sessions are being developed in conjunction with the Regional Transformation Team	In house training programme will be rolled out using the materials from the SSIA briefing sessions. The training focusses on the completion of Act compliant documentation to ensure the "what matters to you" conversation is undertaken and personal outcomes and distance travelled are appropriately recorded.
✓	IP 1.2 To roll out the integrated pathway for older people	★	<p>7 out of 20 GP practices now involved in the project</p> <p>All Care Facilitator posts have been recruited.</p> <p>Patient and carer reference group established to enable co-production</p> <p>Well Being project: internal integration and co-location of frailty teams to examine outcomes and to avoid duplication of assessment (care, falls, rapid response, reablement)</p>	<p>The project will continue to be rolled out to the remaining GP practices</p> <p>Full evaluation of the project to be carried out in Feb 2017 - funding received for an analyst from ABCi to carry out an impact evaluation</p> <p>Care Facilitators are collating well being scores that will contribute to the overall project analysis</p> <p>The analysis will measure impact on admissions and on re-referral rates to frailty.</p> <p>Other measurable outcomes include improved access to; benefits community equipment social care assessments social care networks (reducing social isolation)</p>
✓	IP 1.3 Restructure the operational adult social services teams on the NCN footprints.	★	The restructure of the operational adult social services teams to the NCN footprint is complete	Workflow will be established to support the management of demand and capacity. A data cleansing exercise is underway to ensure accurate management information is available and to ensure the transition to WCCIS

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

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

### Overall Judgement

Actual		Performance	Comments
Green - Good		★	<p>This objective consists of 4 measures, it was previously 5 but the 2a report about the number of people aged 65 plus supported in care homes was removed at the mid year point.</p> <p>3 are monthly and 1 is a quarterly report.</p> <p>Adult Protection is green - 8.4% above target DToC is green - operating at 1.53 per 1000 aged over 75 of the population - it's a cumulative target so at the end of December the target was 3.06. Currently significantly under the target that demonstrates good performance.</p> <p>Number of integrated assessments completed per month is green - the target is 40 per month and is cumulative. The target for the end of quarter 3 is 360 and we have completed 1,047.</p> <p>Number of assessments for carers is a quarterly report - currently green - the cumulative target for the end of quarter 3 is 60 and we have achieved 78.</p>

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

### Measures

	Dec 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
ACS/18 The percentage of adult protection enquiries completed within 7 days (M)	★	98.4%	90.0%		!	
ACS/19 SCA/001 Delayed Transfers of Care (M)	★	1.53	3.06	43.83	★	<p>The DToC Pi has changed slightly under the wellbeing act. The old DToC counted all adult delays i.e. anyone over 18.</p> <p>The new DToC only counts people over 75.</p> <p>WG in have sent us a list of all clients over 75+ that were reported as DToC between April and Dec hence the numerator figure has been updated for each month for this period. This has resulted in reduction in the no. of delays reported - with a corresponding drop in the PI.</p> <p>WG will be sending an updated list of the LA's numerator at regular intervals.</p>
ACS/24 Number of assessments of need for support for carers (Q)	★	78.00	60.00	n/e	n/e	
CCAS/L/027 Number of integrated assessments completed per month (IP2a) (M)	★	1,047	360		!	

# Actions

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

	Dec 2016		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 2.1 Establish the pathway for adult social services across health and social care</p>	★	Training completed and all teams using Act compliant documentation	Project team established to manage the transition to WCCIS that will enable the move towards an integrated health and social care case management system
<p>✓ IP 2.2 Restructure the operational adult social services teams.</p>	★	The restructure of adult social services teams to the NCN footprint is complete	Workflow is being embedded to enable better oversight of operational procedures. In addition, case files are being reviewed and closed where appropriate to ensure accurate information is available to inform demand and capacity projections.
<p>✓ IP 2.3 Develop and implement the integrated assessment tools</p>	★	care plans and review documentation fully integrated into SWIFT, all practitioners completing Act compliant documentation.  In house training being developed to support the new service principles.	To continue to monitor the quality of recording in line with the requirements of the Social Services & Well Being Act and to ensure that all active cases are contained & managed on the new IA, CASP & Review documentation formats.
<p>✓ IP 2.4 Review and recommission services as necessary</p>	★	The Reach Consortium is now in place and has been launched as the Newport Support Partnership. It's focus is prevention and combines the services of information and advice, advocacy, community support, carers respite and appropriate adults.  The service is open to all Newport citizens and the single point of access enables workflow to be monitored and better management oversight to be applied to service capacity and demand.  All those receiving a service have been reviewed and the Partnership has established valuable referral pathways and relationships to both statutory and community based services to ensure people are appropriately supported.	Commissioning in the 4th quarter of the financial year will include domiciliary care, family aide and support for children and families.  Services continue to be reviewed as part of an ongoing programme of oversight to monitor quality, value for money and impact.  Regional workstreams are in place to evaluate options and approaches to Gwent wide domiciliary care commissioning and to develop pooled budgets with Health for residential placements for older people.  Newport continues to engage both Nationally and Regionally on a number of commissioning issues to share experience and best practice and to develop partnership models.

<p>✓ IP 2.5 Review and develop our systems and processes</p>	<p>★</p>	<p>All documentation is Act compliant - Workflow is in place</p> <p>Training and support is available to support the new processes and facilitate the change of culture.</p> <p>The WCCIS project team has been established</p> <p>A new business support team has been established to compliment the system change and to add resilience to the project team</p>	<p>WCCIS project team will identify what resources are required to ensure successful implementation of the new system.</p> <p>Workstreams are in place with identified leads and priorities and timescales have been agreed.</p> <p>Opportunities to develop management systems and refine reporting processes will be identified and embedded.</p> <p>Further development of the business support team to assist system change through transition and implementation</p> <p>Continued engagement with National and Regional groups to ensure consistency of approach and to share intelligence and good practice</p>
<p>✓ IP 2.6 Undertake a Questionnaire of people who have a care and support plan</p>	<p>★</p>	<p>A questionnaire has been completed as part of a National exercise in line with the requirements of the Welsh Government</p> <p>1200 questionnaires were sent out to the following categories adults - 420 returns (23.5%) adult carers - 108 returns (34%) children - 22 returns (10.5%) parents of children - 6 returns (5%)</p> <p>The return rate was consistent with the experience of other Local Authorities</p>	<p>The results of the survey have been plotted on the submission template as required by the Welsh Government and will be analysed as part of a National exercise in the first quarter of 2017/18</p>



## IP3 Ensuring people have access to suitable accommodation

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

### Overall Judgement

Dec 2016		
Actual	Performance	Comments
Amber - Acceptable	●	The number of empty homes returned to use has been disappointing due to continuing pressures on the resources available to offer support and advice to owners, although there have been some significant successful interventions on individual problems on long-term empty properties.

### Measures

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

	Dec 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
PLA/006 (N) Planning affordable housing units #		142			!	Annual measure – data will be available at the end of March 2017.
PSR/002 Adapt'ns DFG days delivery avg. (HY) (NSI, PAM, IP, SP)	★	184	238	241	★	
PSR/006 Ave days non-DFG adapt'ns (HY) (IA Theme 1)	★	18	19		!	
RIH/L/043 No. people approaching authority for housing advice and assistance (Q) (IP3b)	★	1,667	1,950		!	
RIH/L/044 The percentage of households for whom homelessness was prevented (Q) (IP3e)	●	49%	50%		!	The prevention of homelessness is becoming increasingly challenging, with individuals presenting with multiple and complex needs that are difficult to address and resolve before they become homeless. There are increasing pressures on the sourcing of private rented accommodation as rents are rising and landlords are often unwilling to let to households on benefit, as well as increased pressure on household incomes through the welfare reform changes introduced by central government. In addition, we are seeing a rise in the number of individuals refusing assistance or failing to co-operate with actions that could help us prevent homelessness.

# Actions

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

	Dec 2016		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use	▲	The number of empty homes returned to use has been disappointing due to continuing pressures on the resources available to offer support and advice to owners, although there have been some significant successful interventions on individual problems on long-term empty properties.	We will review performance in order to focus resources as effectively as possible
<input checked="" type="checkbox"/> IP 3.2 To minimise the waiting times for major and minor adaptations	★	This Q3 update shows that the significant improvement in waiting times for adaptations achieved over recent years has been sustained.	The Private Sector Housing team is currently reviewing its tendering arrangements with a view to identifying potential for further delivery time improvements.
<input checked="" type="checkbox"/> IP 3.3 To prevent people becoming homeless whenever we can	●	<p>Prevention of homelessness remains at the centre of the housing services objectives: interventions are well established and, whilst efforts are being made to attain the target set, external factors are creating additional pressures and difficulties in preventing homelessness either through sustaining existing accommodation or securing alternative accommodation. The factors include:</p> <ul style="list-style-type: none"> <li>- the reluctance of some private landlords to accept individuals who are on benefits or a low income as they are perceived to be a financial risk to them</li> <li>- the increase in some letting charges from private landlords and agents in the area as a result of the introduction of Rent Smart Wales</li> <li>- the changes to the benefit cap on households whereby household income in some instances has been reduced leading to greater financial hardship and affordability issues leaving limited options available for some households.</li> </ul>	Over the final quarter, the services are intended to continue to operate in the same manner with officers continuing to seek to prevent homelessness where it is practicable to do so. Processes are being reviewed to seek to streamline some of the systems used around assessment and assistance which may result in officers having some additional capacity to be more reactive to situations. Furthermore, there are additional accommodation options being explored which may provide additional accommodation options within both the private rented sector and with RSL's.

# IP4 City Regeneration and Development

- Lead Cabinet Member
  - Cabinet Member for Community Services, Skills and Work
  - Cabinet Member for Regeneration and Investment
- Lead Officer
  - Head of Regeneration, Investment and Housing

## Overall Judgement

Dec 2016		
Actual	Performance	Comments
Green - Good	★	<p>The performance indicators for the Vibrant and Viable Places programme have been amended to an annual rather than quarterly performance cycle of reporting.</p> <p>Whilst the programme covers three years, each project falls into a discrete delivery year and therefore project delivery will generally commence in Q1 and complete in Q4, with outputs only collated at the point of practical completion at the end of the year.</p> <p>All VVP projects are underway and on target to achieve full spend by the end by the end of March 2017, including those being funded by the late award of additional funding into the programme, with the sole exception of the major project to redevelop 123-129 Commercial Street. Ongoing detailed analysis of the build constraints within such a busy urban environment have added additional cost to the scheme with subsequent negotiation and value engineering required before funding can be defrayed. More positively, planning consent for the scheme has been granted in Jan 2017 committee which is one of the main project gateways that must be achieved prior to the payment of the funding.</p> <p>The programme and its outputs are therefore on schedule to deliver against the annual targets listed for the programme.</p>

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## Measures

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

	Unknown					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
RIH/L/036 VVP - increase in city centre housing (A) (IP, SP)						Annual measures – data will be available at the end of March 2017.
RIH/L/040 VVP - programme delivery (A) (IP4a)				n/e	n/e	
RIH/L/041 VVP - commercial floor space improved (A) (IP4b)				n/e	n/e	
RIH/L/042 Jobs created/enabled (VVP + Business Support) (A) (IP4c)				n/e	n/e	

## Actions

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

		Dec 2016		
		Performance	IP Progress Update	IP Activity Planned
✓ IP 4.1 Deliver VVP Programme	●	Planning committee granted unanimous consent for the scheme at January 2017 committee. A contractor is in place and the Pobl Group have taken a collaborative approach to the procurement of the development with this lead contractor in order to demonstrate best value is achieved on the scheme. The last hurdles preventing defrayment are confirmation of final cost and the pending acquisition of the final site in the land assembly.	All other VVP schemes now on site and progressing well towards March 2017 completion. A number of property refurbishments are now complete on Commercial Road linking the Pill Regeneration Area to the city centre. A scheme to create a new public space called St Paul's Walk is also underway which will provide greater permeability of pedestrians between southern Commercial Street and key sites such as the university and Newport Centre. A new contractor has been engaged to recover the Central Chambers project, which was hampered by a major structural fire in late 2016 but now back on track.	
✓ IP 4.2 Provision of coherent business support	★	Additional funding for business support was accessed via the Vibrant and Viable Places programme in January 2017. This £30,000 will expand the existing business start-up grant subsidy to areas of the city centre beyond the core Commercial Street/High Street locations. The pop-up business school will now take place in March 2017.	The availability of grant assistance will be publicised across the city centre area to encourage take up. The pop-up business school event will take place at Newport Market from 27th February - 10th March 2017.	
✓ IP 4.3 Commercial floor space developed	★	Significant additional commercial floor space is in the process of being refurbished through the VVP Property Enhancement Scheme at nos 1-6 Commercial Road. The programme has already exceeded its target of 42,683 m2 with 44,263 m2 created or refurbished to date. The local economy has responded well to this investment with a number of new businesses trading in the PES target area. VVP seed funding has also assisted Newport City Council is attracting a large Heritage Lottery Fund grant towards the salvation of the Market Arcade, one of the most derelict properties in the city centre.	Completion of the refurbishment projects at nos 1-6 is anticipated mid-March 2017, increasing the commercial space delivered by the programme by an estimated. The Council must consider whether to accept the award of funding towards Market Arcade, but should the award be accepted the development of this project will begin in earnest.	

## IP5 Supporting young people into education, employment or training

Lead Cabinet Member	■ Cabinet Member for Community Services, Skills and Work
Lead Officer	■ Head of Regeneration, Investment and Housing

### Overall Judgement

Dec 2016		
Actual	Performance	Comments
Green - Good	★	Progress on target, with programmes developing and targets on track, a slight deviation against the NEET indicator 5.04 has occurred due to a delay in the design of the new programme, however all other targets are on track.

### Measures

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

	Dec 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
**SIP Young people NEET Year 11 (%) (A)	~	~	Annual measures – data will be available at the end of March 2017.			
**SIP Young people NEET Year 13 (%) (A)	~	~				
NEET\01 Number of young people accessing children and YP skills project (Q)	★	978	750		!	
NEET\09 % 16-18 yr olds not in education, employ or training (A)	~	~	~	~	~	~
RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (Q) (IP5c)	★	114	113		!	
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) (IP5d)	★	90	88		!	
RIH/L/048 % young people recorded as unknown following compulsory education (A) (IP5j)	~	~	~	~	~	~
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) (IP5n)	★	99	88		!	
RIH/L/050 number of 18-24 yr olds progressing from WLBA to further opportunity (Q) (IP5o)	★	127	125		!	

# Actions

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

		Dec 2016	
Performance	IP Progress Update	IP Activity Planned	
<p>★ IP 5.01 YEPF Co-ordinator providing support</p>	<p>★ The YEPF Coordinator continued to chair allocation meetings with Secondary schools and the Pupil Referral Unit using the EI toolkit for Key Stage 3 and 4 pupils. All allocation meetings were completed by the end of November.</p> <p>Year 11 leaver's allocation meetings took place with Communities First and the Youth Service for 'red' young people referred from Careers. These took place initially on a fortnightly basis and then moved to weekly meeting. These were also chaired by the YEPF Coordinator and were finished in October.</p> <p>Joint meetings were held between YEPF Coordinator, Coleg Gwent, Careers Wales and all 8 Secondary schools to ensure the successful transition of Year 11, 12 and 13 leavers.</p> <p>Planning Meetings with local network of providers to ensure appropriate provision for those young people identified.</p> <p>Continued case load reviews for school leavers with YOS and Social Services.</p> <p>Follow up from YEPF Coordinator with individual schools after submission of school lists to cross reference the EI toolkit</p> <p>Primary schools have been introduced to the EI toolkit and response has been positive.</p>	<p>Spring allocation meetings to begin using the EI for Key Stage 3 and 4. All these will be completed by March.</p> <p>Additional groups to be worked with through the EI with the Pupil Referral Unit and the Youth Offending Service.</p> <p>Work with Careers, YOS, the PRU, Social Services and all schools regarding the above young people.</p> <p>Continue to work with all schools and providers regarding the 2015 leavers. This will be completed by 31st January 2017.</p> <p>Work with other Education team members to quality assure providers who work with young people identified on the EI toolkit.</p> <p>Prepare and implement the exit strategy with Life Education and schools they are working with.</p> <p>The YEPF Coordinator chairs the 16-18 practitioner group every 6 weeks whereby all young people are allocated a Lead Worker.</p>	
<p>★ IP 5.02 Deliver the Families First Children and Young People's Skills Project</p>	<p>★ During Q3 201 young people have been supported through 1:1 support and group work                      129 referred for attendance support                      74% improved their attendance.</p> <p>Supported identified young people through 1 to 1 and group work, supported year 11s to maintain their attendance, engagement and achievement within mainstream and alternative education</p> <p>Contributed to the team around the cluster, ensuring a seamless referral process to existing agencies and services across the city</p>	<p>Workers will continue to support young people who have been identified at risk of disengaging.</p> <p>The teams will also continue to target;                      improvement in school attendance                      An increase in retention of young people remaining in education.</p> <p>The team will offer group work support to young people who are moving into exam season</p>	



<p>✓ IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects</p>	<p>★ 9 allocation meetings have been completed across the 8 high schools and the bridge centre. 150 referrals have been received for the project this quarter with 121 young people completing enrolment forms.</p>	<p>A curriculum week has been arranged offering young people the opportunity to gain additional qualifications such as maths and English entry level 3, and food hygiene level 2.</p>
<p>✓ IP 5.04 Communities First NEET engagement project</p>	<p>● Qtr 3 supported 47 young people to progress into college, further education and employment.  We have not started delivery of 4 new programmes as we are developing a new programme with the providers to enhance the delivery of outcomes.</p>	<p>Q4 will see a new programme developed in preparation to deliver 4 NEET programmes in April 2017.</p>
<p>✓ IP 5.05 Deliver Communities 4 Work programme</p>	<p>★ Engaged an additional 84 customers after the activities delivered in Q2.  Supported 14 people into employment in q3  Still working with local stakeholders such as JCP to engage customers.</p>	<p>Continue to engage customers and support them into employment.  Working with WG to create an infrastructure to continue the programme after Communities First changes in 2017/18.</p>
<p>✓ IP 5.06 Direct work with Careers Wales</p>	<p>★ Direct work is carried out with Careers Wales to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16 - 17 year old people learning opportunities to enable them to re - engage into education and training opportunities.  YEPF Officer in place for data analysis. Data analysis is carried out and reported on for all young people in the 5 tier model.</p>	<p>This work will continue and the funding is in place for the YEPF Officer.</p>
<p>✓ IP 5.07 Working with providers of education</p>	<p>★ This is maintained through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.  Through Regeneration, Investment and Housing the Newport Works programme continued.  Work is also monitored through the Deputy Curriculum group where the YEPF Coordinator is a member.  Short Courses began in Jan at Coleg Gwent as a trial for new starting dates.</p>	<p>This will be continued through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.  Through Regeneration, Investment and Housing the Newport Works programme will continue.  A review of the new short courses at Coleg Gwent will be carried out.</p>

<p>✓ IP 5.08 Develop and deliver specific employability programmes</p>	<p>★ Delivered the 2nd annual jobs fair in partnership with friars walk and partners. Over 2000 people attended Over 500 jobs were available at the event 46 Newport businesses attended 12 training providers attended to provide support</p> <p>Working with procurement to develop a tender to appoint a consultant to deliver a work and skills analysis of the city. Started conversations with the preferred developer of the proposed M4 relief rd in preparation of any approval.</p>	<p>Appoint the consultant to carry out the skills analysis to be completed by June 2017.</p> <p>Work with the Celtic Manor resort and Conference, Convention Centre developer to support with employment and training requirements. Working with WEFO to launch Inspire 2 Work programme which will support school leavers to transition into employment, education or training.</p>
<p>✓ IP 5.09 Map provision for young people</p>	<p>★ The Youth Support sufficiency specification has been agreed and Barnardo's as the preferred provider have been met with. Within this piece of work an additional NEET process review will be carried out by Barnardo's.</p>	<p>The YEPF Coordinator will coordinate with Barnardo's and plan the pieces of work. Services can then be realigned to 'fit' the gaps and resource can be shared.</p>
<p>✓ IP 5.10 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent</p>	<p>★ Monthly meetings are carried out with the following groups:</p> <p>16-18 practitioner group - the YEPF Coordinator chairs this meeting and all young people who are unable to engage in education, employment or training are allocated a Lead Worker. Learning Provider Network - the YEPF Coordinator chairs this group. Tier 1 allocation meeting Curriculum Deputies</p> <p>The Pre 16 NEET group meets once a term with Senior Management in attendance from all Schools. The Assistant Head of Education chairs this meeting. These meetings ensure that young people at risk of becoming NEET in providers are identified early and support can be put in place.</p>	<p>Continuation of these meetings.</p>
<p>✓ IP 5.11 Ensure there is a focus on the statutory responsibilities</p>	<p>★ This will be monitored through the Youth Support Services Board and any issues will be fed up to the Family Support Services Board.</p> <p>The YEPF Coordinator and Accountable Officer for the YEPF continued to report to the Youth Support Services Board and Cabinet Member for Skills and Work.</p>	<p>The Accountable Officer for the YEPF has now changed to the Chief Education Officer who also has the statutory responsibility for Youth Support Services and is the chair of the strategic YSSB. This will ensure the priority and work with Cabinet Members will continue.</p>



## IP6 Ensuring the best educational outcomes for children

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

### Overall Judgement

Dec 2016		
Actual	Performance	Comments
Green - Good	★	All actions on track. Verified data for fixed term exclusions from secondary schools will be available in Q4.

### Measures

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

	Performance (YTD)	to Dec 2016			Period Performance
		Actual (YTD)	Target (YTD)	Wales Average (YTD)	
EDU/004 Pupils KS3 CSI % (A)	★	83.4%	82.1%	84.1%	
EDU/010b) (N) Pupils fixed excl'ns secondary days #					
EDU/016a) Attendance Primary Year-end % (A)	●	94.5%	94.6%	95.0%	
EDU/016b) Attendance Secondary Year-end % (A) (IA Theme 3)	★	93.3%	93.2%	93.9%	
EDU/017 Pupils achieving level 2 threshold inc English & Maths % (A)	★	54.2%	52.9%	58.3%	
EDU/L/061 Percentage of FSM pupils achieving Level 2 Inclusive (A) (IP6e)	★	36.33	28.50		
EDU/L/062 Pupils achieving Level 2 Maths (A) (IP6g)	★	63.73	61.70		
EDU/L/063 Pupils achieving Level 2 English (A) (IP6h)	★	68.49	68.00		

Annual measure – data will be available at the end of March 2017.

# Actions

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

		Dec 2016		
		Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Ind</p>	★	<p>The number of pupils gaining the Level 2 + indicator improved by 3.1 % to 57.3%.</p> <p>The number of pupils entitled to Free School Meals gaining the Level 2 + indicator improved by 9.9 % to 36.3%. This was this was above the national average of 35.6% and the highest outcome in the region.</p> <p>The number of pupil gaining Level 2 Maths indicator has improved by 4.1%% to 63.7%</p> <p>The number of pupils gaining the Level 2 English indicator has improved by 0.8% to 68.5%. A full analysis of the Key Stage 4 data has been submitted to Cabinet and Scrutiny.</p> <p>All schools have received draft categorisation reports.</p> <p>All schools have received Local Authority approval for the statutory target setting process.</p>	<p>The LA and EAS will work collaboratively to plan the EAS Business Plan for 17/18 which will focus on achieving the Improvement Plan objectives.</p> <p>All schools will submit 'progress towards targets' on a termly basis. Schools with noticeable gaps between progress towards targets and their agreed targets will be supported and challenged in a timely fashion.</p> <p>Amber and Red Newport secondary schools will meet each half term to monitor their agreed targets and action plans via Local Authority led EIB's.</p>	
	★	<p>A media strategy to promote school attendance was implemented making use of banners outside schools, posters and use of social media.</p> <p>The "Protocol for Schools with Lower than Expected Rates of Attendance" has been consulted upon and a final draft was constructed</p> <p>The Callio model of attendance intervention was implemented in pilot schools and a review meeting held in November 2016.</p> <p>SIMS Discovery software was rolled out to all Quartile 3 and Quartile 4 schools.</p> <p>A termly attendance forum was held including presentations by John Frost School and St Andrew's Primary School.</p>	<p>A media campaign based on Newport Transport buses will be launched to promote school attendance.</p> <p>Roll out SIMS Discovery software to all Newport Schools and provide training available to all schools.</p> <p>The "Protocol for Schools with Lower than Expected Rates of Attendance" will be submitted for approval by the Cabinet Member for Education and Young People then issued to schools.</p> <p>A termly attendance forum will be held including presentations by a Caerphilly Primary and Secondary school who have demonstrated a significant increase in attendance in recent years.</p> <p>An annual review of school attendance will be prepared and issued to Newport schools.</p>	
<p>✓ IP 6.2 Improve Primary &amp; Secondary Attendance</p>				

<p>✓ IP 6.3 Reduce pupil exclusions</p>	<p>★</p>	<p>Secondary exclusions continue to reduce across the city. Primary exclusions have increased in comparison to the same quarter in 2015; however the overall primary exclusion target is still achievable.</p> <p>A 'named contact' in Primary Schools has been established to ensure that the monthly exclusion audit run smoothly.</p> <p>The Local Authority Exclusion Action Plan is monitored at the 'Every Child Group' and Head teachers Focus Group, adding and adjusting actions as necessary.</p> <p>Termly monitoring meetings continue at Secondary level. Data is shared with Managed Move Panel and Learning Support Centre staff on a monthly basis.</p> <p>Individual Primary Schools with concerning exclusion rates receive additional monitoring visits by the Curriculum Improvement Advisor for Behaviour and Assistant Head of Education. Training needs are identified and actioned.</p>	<p>Assistant Head of Education to attend Cluster meetings in the Spring Term to finalise Managed Move Protocol for Primaries.</p>
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## IP7 Increasing recycling

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

## Overall Judgement

Dec 2016		
Actual	Performance	Comments
Green - Good	★	<p>The overall judgement for this objective is Green-Good; diversion of waste from Landfill keeps progressing better than expected and recycling performance up to Q3 is very good, so even if results for Q4 in terms of performance will be much lower (mostly due to very low amounts of green waste being collected over the winter), the overall result for the year is expected to be good. We have also had some positive results in terms of reduction of residual waste linked to the Bettws trial.</p> <p>All the planned activities as progressing according to plan, with the only amber area being the HWRC performance; this is due to the increased amount of residual waste being collected and even if total amount collected during Q3 is lower than the previous quarter, totals are still too high. This combined with lower amounts of some recyclable materials being collected during Q3 due to their seasonal nature (green waste, wood) results in a poor recycling performance for the HWRC. The restriction measures put in place during Q3 didn't bring a big enough decrease in the amount of residual waste, but this remains a challenging area due to there being only 1 HWRC with very high usage which makes monitoring and enforcement of restrictions very difficult.</p>

### Key for Measures

- ★ Green - on target
- Amber - slightly short of target
- ▲ Red - off target

## Measures

	Dec 2016					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
STR/L/018 % of municipal waste recycled at the HWRC (Q)	●	57.94%	65.00%		!	
STR/L/020 Increase in recycling in areas with low performance	?!			n/e	n/e	Annual measure – data will be available at the end of March 2017.
STR/L/021 trial exercise to reduce residual waste (Q) (IP7e)	★	59	25		!	
WMT/004b Percentage of municipal wastes sent to landfill (Q)	★	7.36%	18.00%	18.14%	★	
WMT/010 WMT/009b municipal waste reused, recycled and composted (Q)	★	62.79%	58.00%	60.19%	★	

# Actions

## Key for Actions

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

			Dec 2016
	Performance	IP Progress Update	IP Activity Planned
	★	<p>1. Improved recycling collections</p> <p>During Q3 another phase of the roll out has been implemented, with only a few areas still outstanding, which means that the service area has been able to stop the in house collections but for 3-4 days a fortnight. There were also some side activities planned to maximise the amount of cardboard collected by Wastesavers:</p> <ul style="list-style-type: none"> <li>-Information about side cardboard and size limitations to residents through website, social media etc.</li> <li>-Use of stickers to inform residents about excess cardboard and when that would be collected</li> <li>-Strengthening of collections over the Christmas period with the addition of a 3rd operative in each vehicle to allow for increased collections aimed absorbing the peak demand over those dates.</li> </ul> <p>Monitoring of the amount of cardboard being collected was started, so far there has only been a small increase of about 1% in terms of tonnage but tendency is positive and a much bigger increase is expected in Q4 after the Christmas period.</p> <p>2. Trial in Bettws flats to reduce residual waste</p> <p>During Q3 we entered into the monitoring phase both in terms of tonnage and also operational issues linked to excess waste:</p> <p>In terms of residual waste reduction, weighbridge data from the vehicles collecting in the area before and after the changes has been analysed and as a result the Council is collecting almost 60% less residual waste than before which is an excellent result in terms of performance.</p>	<p>1. Improved recycling collections</p> <p>Q4 will see the end of the cardboard roll out right by the end of March as the final vehicle we were waiting for will be available by then. With this, 100% of the households will be on the red bag scheme and we will be able to have a full year monitoring period during 17/18. We will also get tonnage data for 16/17 to compare it with 15/16 and hopefully see an increase in the amount of cardboard collected.</p> <p>2. Trial in Bettws flats to reduce residual waste</p> <p>As a result of the operational issues experienced during Q3, meetings between Wastesavers, NCH and NCC will be held with the idea to come up with an action plan to engage with residents that will involve a communications campaign, engagement through doorknockers and an open day at Wastesavers depot. There are also plans to pilot changes in the type of containers, going down from communal bins per block to individual bins so residents can take ownerships of the waste generated and presented for collection. As results in terms of performance have been very successful, once the operational issues have been addressed and solved, the whole plan can be updated accordingly, ready to be implemented in a new area of Newport during the next financial year.</p> <p>The new flats vehicle will also be delivered; the vehicle will allow not only for increased collection capacity but also for weighing individual bins, which will help with monitoring results in the new areas where changes should be implemented. Also additional bins are being purchased, to ensure residents will have enough capacity to dispose of all their recyclable material.</p>

<p>✓ IP 7.1 To improve the recycling services</p>	<p>However, there continue to be operational issues with excess waste to the extent that sometimes collections can't be safely undertaken, NCH have also been collecting big amounts of excess waste. Evidence has been gathered during Q3 and main issue seems to be down to resident's behaviour, so an action plan will be agreed and delivered during Q4.</p> <p>A new vehicle to collect recycling material has also been ordered by Wastesavers to replace the old one that has come to the end of its life.</p> <p>3. Doorknocking campaign</p> <p>As cardboard roll out was almost completed during the first part of Q3, the standard doorknocking campaign resumed in November, and areas with previous lower participation rates were monitored/visited. Partial results are quite positive in terms of participation increase but final results for the year will not be available until Q4.</p> <p>4. HWRC improvements</p> <p>Q3 saw progress in terms of further planning for the proposed improvements at the site, with some issues around electrical connections being examined and solved. That implied delays in getting in publishing the tender for the new cardboard compactor and ordering some material for the reuse shop extension, but finally all the planning phase was concluded during Q3.</p> <p>The 4 bag allowance for excess waste is now in place, but is proving to be very difficult to enforce over busy periods, as a result unfortunately we haven't seen a decrease of residual waste received at the site so far.</p>	<p>3. Doorknocking campaign</p> <p>Q4 will see the final part of the doorknocking campaign; the team will finish engaging with the final residents of the cardboard roll out, and will also help with the communications campaign in the Bettws flats areas. The rest of the time their objective will be finishing the post-monitoring phase in those areas already visited to get a full set of data that can be analysed and the results presented as the outcome of the campaign. The target was to get an increase of 2% overall in terms of participation, and so far preliminary results show we are on target.</p> <p>4. HWRC improvements</p> <p>During Q4 all planned activities will be finally implemented: the cardboard compactor will be purchased and installed, the shop extension finalised and new signage, road markings etc. updated. Finally, a webcam will be installed and it is expected that residents will be able to check the HWRC usage by accessing our website from the beginning of the next financial year.</p> <p>A skills assessment and refresh training for the HWRC staff is also planned for Q4.</p>
<p>✓ IP 7.2 To divert all household and trade refuse waste collected by the council</p>	<p>★</p> <p>During Q3 we continued with the activity same as in previous quarters with the aim to divert as much waste as possible from landfill. There was no down time at the facility so overall amount of waste sent to EFW during the quarter (6,582) was in line with target (6,600).</p>	<p>After Q4 we will know if we hit the target of sending 26,500 tonnes of residual waste to the EFW facility but tonnage to date shows we are on track, and KPI of diverting waste from landfill has already been met as results up to Q3 show that a much lower than expected amount of waste has been sent to landfill.</p>



## IP8 Improving outcomes for youth justice

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

### Overall Judgement

Dec 2016		
Actual	Performance	Comments
Green - Good	★	I am giving this a Green rating, based on current performance, where all measures are coming up Green and only one Amber Measure which is Substance Misuse, which we closely monitoring here at YOS

### Measures

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

	Dec 2016			Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	
YJ/L11 Percentage of young people referred for community resolution (M) (IP8a)	★	46.8%	30.0%	Performance better than target
YJ/L12 Percentage of young people referred to Newport Bureau for Out of Court Disposals (M) (IP8b)	★	23.4%	15.0%	Performance better than target
YJ/L16 Young people with substance misuse needs access services (M) (IP8f)	●	73.3%	80.0%	The YOS has ongoing work focussing on this area as we recognise there is still an impact on this area and an action plan is in place addressing areas for improvement.
YJ/L18 % Young People Out of Court Disposals Re-offend within 12 mnths	★	24%	30%	Performance better than target. Looking at the Q3 data all young people who had re-offended had comitted further crime at least 4 months after being given their out of court disposal.
YJ/L19 % Young people statutory orders who re-offend within 12 mnths	★	43.5%	45.0%	Despite performance being better than target the re-offending rate has increased slightly to 44.7%
YJ/L20 Av hours education, training or employment (M) (IP8j)	★	20.5	17.5	Despite remaining on target, performance has dropped in Q3 despite all school age young people being offered 25 hours per week
YJ/L13 Number of first time entrants into youth justice system (M) (IP8c)	★	37	38	Despite performance being better than target on here, it has dropped during Q3, the Pill Disorder being the main reason. This resulted in 5 young people coming through as FTE's due to the seriousness of offences comitted
YJ/L14 Proportion of young people sentenced to custody (M) (IP8d)	★	10	11	The Pill Disorder resulted in 3 Custodial Sentences in Q3. The remaining two young people involved were given Intensive Referral Orders (Community based). Despite this we do have the same number of young people in custody for Q3 16/17 just like for Q3 15/16

## Actions

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

	Dec 2016		
	Performance	IP Progress Update	IP Activity Planned
✓ IP 8.1 Reduction in first time entrants	●	First time Entrants have increased during the Q3. This is due to a significant number of young people committing serious crime - i.e. the Pill Disorder. As of January 2017 there is a total of 40 FTE's which is still below the annual target, At this point, we project at year end we will have 48	We will continue to monitor this and where appropriate challenge decisions where diversion opportunities missed. Operational manager oversight and dip sampling of decision making (DR)
✓ IP 8.2 Reduction in the use of youth custody	★	In Q3 5 young people were sentenced to custody, however no young person was sentenced to custody in January 2017, meaning that year to date we have lost 9 young people to custody.	Continue to monitor quality of assessments/reports, and dip independently (by another gatekeeper) dip sample a small number of cases (focussing on those where seriousness of offence/persistence of offending appears not to have surpassed threshold for custody.
✓ IP 8.3 Access to Education, Training and Employment	●	In Q3 Average hours for ETE were 16.7 Hours, based on 3 young people. All 3 were offered 25 hours per week.	continue actions as detailed in the ETE section of the business plan (reviewed bi-monthly by YOS local management board.)
✓ IP 8.4 Access to timely mental health assessment and treatment	★	All young people needing assessment and treatment continue to receive within prescribed timescales	No specific action, performance better than target.
✓ IP 8.5 access to timely assessment and treatment in relation to substance misuse.	▲	Despite all young people being offered appointments for assessments within timescales out of the 7 young people (whose cases closed in Q3) referred to the YOS Substance Misuse Worker only 5 commenced assessment within timescales.	Performance being closely monitored and remedial action planned on case by case basis. This area remains a problem and in the longer term (beyond April 2017), there will be changes brought about through the development of a new substance misuse service for young people in Gwent which is likely to result in a change of post holder/different service level agreement being drawn up from April 2017.
✓ IP 8.6 Access to appropriate/suitable accommodation	★	18 out of 19 young people, closed in Q3 2016/17 were all in suitable accommodation (95%) performance better than target.	Ongoing collaboration with housing partners. New Memorandum of Understanding drawn up (between SSD, YOS and housing) in relation to those young people exiting from custody.





# Report

## Cabinet

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### Part 1

Date: 20 March 2017

Item No: see above

**Subject** **Well-being of Future Generations (Wales) Act 2015 - Newport City Council's Well-being Objectives**

**Purpose** To agree the Council's Well-being Objectives and supporting statement as part of its Well-being Duty under the Well-being of Future Generations (Wales) Act 2015.

**Author** Rhys Cornwall, Head of People and Business Change

**Ward** All

**Summary** The Well-being of Future Generations (Wales) Act became law in Wales on 29 April 2015. The Act is about improving the social, economic, environmental and cultural wellbeing of Wales. It will make the public bodies listed in the Act, including the Council, think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. Part 2 of the Act requires the Council to set and publish Well-being Objectives that are designed to maximise our contribution to the achievement of the seven Well-being Goals for Wales specified in the Act. At the same time we must publish a statement explaining why meeting the objectives will contribute to the achievement of the well-being goals and what actions we will take to meet the objectives. The Council is required to publish its Well-being Objectives and Well-being Statement by 31 March 2017.

**Proposal** **To agree the Council's Well-being Objectives and Well-being Statement for publication by 31 March 2017.**

**Action by** Chief Executive  
Head of People and Business Change

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors (People and Place)
- Heads of Service
- Deputy Leader
- Cabinet Member for Skills and Work

**Signed**

## Background

The Wellbeing of Future Generations (Wales) Act (WFG Act) became law in Wales on 29 April 2015. The Act is about improving the social, economic, environmental and cultural wellbeing of Wales. It will make the public bodies listed in the Act think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. To do this they must set and publish wellbeing objectives.

The Act puts in place seven wellbeing goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

The Act also puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act. Public bodies need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future. There are 5 things that public bodies need to think about to show that they have applied the sustainable development principle:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

## Well-being Objectives

Part 2 of the Act requires the Council to set and publish Well-being Objectives that are designed to maximise its contribution to achieving each of the seven Well-being Goals. At the same time it must publish a statement explaining why meeting the objectives will contribute to the achievement of the well-being goals and what actions it will take to meet the objectives. The Council is required to publish its well-being objectives by 31 March 2017.

To be compliant with the Act, a public body must be able to demonstrate that it has taken into account the sustainable development principle in the setting, taking steps and meeting of its well-being objectives.

Having published its Well-being Objectives by 31 March 2017, public bodies may decide that they want to change one or more of them. There is no deadline or fixed point in time where this should happen. This is particularly pertinent to local authorities bearing in mind the Council elections on 4 May. Any new Council administration in place post-election may review and revise its Well-being Objectives at any time. Where a public body revises its Well-being Objectives it must publish them as soon as is reasonably practicable.

## Well-being Statement

Public bodies must publish a statement about their well-being objectives at the same time that they publish their well-being objectives. The Act requires that the statement must explain:

- Why the public body considers that its well-being objectives will contribute to the achievement of the well-being goals

- Why it considers that its well-being objectives have been set in accordance with the sustainable development principle. It must include an explanation of how it will involve people with an interest in achieving the well-being goals. Those people must reflect the diversity of the area.
- The steps to be taken to meet the well-being objectives in accordance with the sustainable development principle.
- How it will govern itself to meet the well-being objectives.
- How it will ensure that resources are allocated annually to take steps to meet its objectives.
- When it expects to meet its well-being objectives.

### **Corporate Plan / Improvement Plan / Well-being Objectives - Inter-relationship**

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

#### **Timetable:**

The timetable as outlined by Wales Government guidance is as follows:

- **By 31 March 2017 – Councils must publish Wellbeing Objectives and Statements**

(Local authorities may re-consider well-being objectives with newly elected councils following local government elections in May. Where they do so, they must publish them as soon as is reasonably practicable.)

- **Post-Elections 2017 – Council publishes its Corporate Plan 2017-18 (including Improvement Objectives/revised Well-being Objectives)**

Councils can publish a Corporate Plan including well-being objectives following the elections when they have been properly considered, revised (if necessary) and adopted by new councils (e.g. by the end of August 2017). This would discharge the duty under the Measure (S15 (6) & (7) to publish an 'improvement' plan 'as soon as is reasonably practicable after the start of the financial year to which the plan must relate'. It is anticipated that one set of objectives would be produced to jointly discharge the separate duties to produce well-being objectives and improvement objectives.

- **By 31 October 2017 – Councils must publish their 'backward-looking' Performance Assessment 2016-17** (S15 (3)(a) Local Government Measure 2009)

- **By 30 June 2018 - Council publishes Corporate Plan 2018-19**

The emphasis in the WFG Act is that there should be an integrated approach to corporate planning in which the setting, taking steps to meet and reviewing of well-being objectives also discharges the requirements of the Local Government Measure. Councils must set improvement objectives each financial year (S3 of the Measure). In producing a single set of objectives, this process would incorporate the review and revision of any well-being objectives (as per S9 (5) and (6) of the WFG Act 2015).

- **By 31 October 2018 – Councils should publish their first Wellbeing Annual Report and Performance Assessment 2017-18** (this could/should be an integrated report)

Councils have separate duties to produce an annual performance assessment (S15(3) of the Measure) and annual wellbeing report (Schedule 1, 1(2)). These duties could/should be discharged through the publication of a single report.

## Newport City Council's Well-being Objectives - Citizen Engagement

While no specific consultation has been undertaken in regard to the Council's Well-being Objectives, extensive consultation has recently been undertaken to gauge what residents like about Newport and what they would like to see more of /less of in Newport in the next 20 years. The findings from this consultation have been taken account of in the formulation of the Council's proposed Well-being Objectives.

The consultation findings can be found as an appendix to this report and are included in the Local Assessment of Well-being.

### Proposal

The proposed Well-being Objectives for publication by 31 March are shown below. Links are made to the Well-being goals to which they contribute and to the objectives contained in the 2016/18 Improvement Plan which is still current.

<b>Well-being Objective</b>	<b>Contribution to Well-being Goals</b>	<b>Link to Improvement Plan Objective</b>
<b>To improve skills, educational outcomes and employment opportunities</b>	A prosperous Wales A more equal Wales	4 – City Regeneration and Development 5 – Supporting young people into education, employment or training 6 – Ensuring the best educational outcomes for children
<b>To promote economic growth and regeneration whilst protecting the environment</b>	A prosperous Wales A resilient Wales A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales	4 – City Regeneration and Development 7 – Increasing recycling
<b>To enable people to be healthy, independent and resilient</b>	A healthier Wales A resilient Wales A more equal Wales A prosperous Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales	1 – Improving independent living for older people 2 – Ensuring people have the right social services to meet their needs
<b>To build cohesive and sustainable communities</b>	A more equal Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales	3 - Ensuring people have access to suitable accommodation 8 – Preventing Offending and Re-offending of young people 4 – City Regeneration and Development

The proposed Well-being Statement for publication by 31 March is attached at Appendix A.

### Staffing issues

There are no staffing issues arising from this report.

### Financial Summary

There are no direct costs or financial implications to the authority arising from this report.

### Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Not properly preparing for the implications of the Act	Medium	Low	Work programme to be developed and implemented, with regular briefings across the organisation. Cabinet and Council will receive update reports as implementation of the Act progresses and will respond to any further consultation accordingly. The Council is a statutory member of the PSB and will be involved in the implementation of the Act.	Chief Executive
Introducing wellbeing objectives and not monitoring outcomes.	Medium	Low	Well-being objectives will be reviewed as the Corporate Plan 2017 is developed, and will be monitored along with the improvement objectives as outlined in the timetable in this report.	Head of People and Business Change

\* Taking account of proposed mitigation measures

### Links to Council Policies and Priorities

The Wellbeing of Future Generations Act is about improving the social, economic, environmental and cultural wellbeing of Wales. The Act will have a significant impact on all Council policies and priorities. The main purpose of the statutory guidance is to help public bodies to respond to the duties and powers they now have under the Act. This will enable the Council to use this information to inform and align all Council policies and priorities.

### Options Available and considered

**Option 1 – Approve the Well-being Objectives and Well-being Statement for submission publication by 31 March 2017**

**Option 2 – Suggest amendments to the Well-being objectives for publication by 31 March 2017**

## **Preferred Option and Why**

**Option 1** - The Council must publish Well-being Objectives and a Well-being Statement by 31 March 2017 in order to be compliant with the Wellbeing of Future Generations (Wales) Act 2015. The objectives can be reviewed and revised at any time. Following the local government elections in May, the new administration will have the opportunity to properly consider, revise (if necessary) and adopt as part the development of the Council's new Corporate Plan.

### **Comments of Chief Financial Officer**

This report is asking Cabinet to agree the Council's Well-being objectives as part of its Well-being Duty under the Well-being of Future Generations (Wales) Act 2015.

Whilst the objectives are shown to be closely linked to our current improvement objectives and these are currently funded for achievement, it will be necessary that the on-going development of the well-being objectives and resulting action plans to deliver are closely linked to resources, in the wider sense, to ensure sufficiency. It is recommended that we clearly show the linkages between our plans/objectives and resources required to deliver in all subsequent reports on this matter and future medium term / budget papers going forward.

### **Comments of Monitoring Officer**

The Council has a statutory duty under the Wellbeing of Future Generations (Wales) Act 2015 to publish Well-being Objectives and a Well-being Statement by 31 March 2017. Also, the Council must demonstrate that it has taken into account the sustainable development principle in the setting, taking steps and meeting of its well-being objectives. The proposed objectives and actions reflect these well-being principles and current corporate strategies. However, they can be reviewed and revised at any time, following their publication. Therefore, there will be an opportunity, following the local government elections in May, for the new administration to reconsider these Well-being Objectives and make any necessary revisions to reflect the Council's new Corporate Strategy and Improvement Plan.

### **Comments of Head of People and Business Change**

The Council continues to work towards implementing the requirements of the WFG Act. The approach for developing the Wellbeing Objectives was previously agreed by Cabinet and the draft Well-being Objectives and Statement presented in the report will ensure that the Council is compliant with the requirements of the Act, with a further opportunity to review the objectives through the development of the Corporate Plan in 2017 following the May local government elections.

### **Comments of Deputy Leader**

As Chair of the One Newport Public Services Board I endorse the progress outlined in the report which will also be reported to our statutory partners. I am content that the report and consultation response pick up the key issues from the draft guidance on the Wellbeing of Future Generations Act. Proper alignment of resources in order to achieve the wellbeing goals is critical and something that the Council will need to consider carefully in the development of the next Corporate and Improvement Plans.

### **Comments of the Cabinet Member for Community Work and Skills**

I am content that sufficient engagement was undertaken during the production of One Newport's draft Well-being assessment and pleased that the engagement has been reflected in the formulation of these Well-being Objectives.

### **Local issues**

Not applicable.

### **Scrutiny Committees**

The Scrutiny Committees were involved in the public consultation of the Wellbeing Assessment draft document which has been used to develop the objectives outlined in the report.

### **Equalities Impact Assessment and the Equalities Act 2010**

The proposal does not require a Fairness and Equalities Impact Assessment.

## **Children and Families (Wales) Measure**

Not applicable

## **Wellbeing of Future Generations (Wales) Act 2015**

The proposal ensures our continued compliance with the Wellbeing of Future Generations (Wales) Act 2015 by putting forward Well-being Objectives and a supporting Well-being statement for agreement by Cabinet prior to publication by 31 March 2017.

## **Crime and Disorder Act 1998**

Not applicable

## **Consultation**

Comments received from wider consultation have been incorporated in the content of the report and proposed objectives.

## **Background Papers**

Cabinet Report March 2016: Well-being of Future Generations (Wales) Act 2015

<https://democracy.newport.gov.uk/documents/s4690/04%20WFG%20Act%20PSB%20February2016%20DRAFT%20v2.pdf>

Cabinet Member Report August 2016: Consultation and Engagement

<https://democracy.newport.gov.uk/documents/s6287/01%20CM%20Report%20budget%20and%20WFG%20final.pdf>

Cabinet Member Report September 2016 Well-being of Future Generations (Wales) Act 2015

<https://democracy.newport.gov.uk/documents/s6380/09%20WFG%20Act%20September2016%20FINAL.pdf>

Guide to the Act

<http://www.thewaleswewant.co.uk/about/well-being-future-generations-wales-act-2015/well-being-future-generations-wales-act-2015>

Dated: 21<sup>st</sup> February 2017

*As noted in the covering report above public bodies must publish a statement about their Well-being Objectives at the same time that they publish the objectives i.e. by 31 March 2017. Newport City Council's proposed statement for approval by Cabinet is below:*

### **Newport City Council Well-being Statement**

This statement supports Newport City Council's Well-being Objectives. It explains:

- why we consider that our well-being objectives will contribute to the well-being goals;
- how our objectives have been set in accordance with the sustainable development principle;
- what steps we will take to meet the well-being objectives in accordance with the sustainable development principle;
- how we will govern ourselves to meet the well-being objectives;
- how we will ensure that resources are allocated annually to take steps to meet the our objectives;
- when we expect to meet our well-being objectives.

### **Contribution to the Well-being Goals and our consideration of the sustainable development principle**

Our well-being objectives reflect our commitment to maximising our contribution to the well-being goals.

Each of our well-being objectives contributes to one or more of the well-being goals and have been set in accordance with the sustainable development principle as follows:



Well-being Objective	Well-being Goal	Why it will be good for Newport	Contribution to Well-being Goals
<p><b>To improve skills, educational outcomes and employment opportunities</b></p>	<p>A prosperous Wales A more equal Wales A Wales of cohesive communities</p>	<p><b>Long Term</b> - Economic forecasts have identified future trends such as the increasing skills demands of employers and the contraction of unskilled and semi-skilled occupations. This could present a potential local and regional skills shortage for employers in the medium and longer term. In order to remain competitive the Newport workforce will need to respond to the skills demands of modern industry and services.</p> <p><b>Prevention</b> – The Community Well-being profile points to pockets of deprivation and significant variances of opportunity and quality of life between different areas of the city. Newport will need to make sustained progress in tackling NEET (not in education or employment) rates, youth unemployment, and skills attainment and relevance if future generational cycles of poverty are to be avoided. Addressing skills requirements will prevent potential skills shortages in the future that could inhibit economic growth.</p> <p><b>Integration</b> – This objective complements and supports our other Well-being Objectives: education and employment are key determinants of health; a skilled workforce will support business growth and help attract inward investment; good education and employment opportunities will help maintain cohesive communities.</p> <p><b>Collaboration</b> – Successful achievement of this objective will require collaboration with partners including schools, further and higher education, training providers, employers, JobCentre Plus and Careers Wales.</p> <p><b>Involvement</b> – Engagement with businesses and the education sector will be key to ensuring the most appropriate education and training offer is available.</p>	<p>The Wales We Want Future Generations Report states that children need to be given the best start in life from very early years, and that the well-being of all depends on reducing inequality and a greater value on diversity</p> <p>Through the highest standards of education and skills development, we can help children in Newport reach their potential, increase their employment opportunities and prosperity later in life.</p> <p>Through an emphasis on improving skills and educational outcomes we will also be promoting equality of opportunity and contributing to a more equal Wales.</p> <p>In addition, we will be up-skilling and strengthening the workforce to the benefit of industry and society in Newport and Wales as a whole.</p>

Well-being Objective	Well-being Goal	Why it will be good for Newport	Contribution to Well-being Goals
<p><b>To promote economic growth and regeneration whilst protecting the environment</b></p>	<p>A prosperous Wales A resilient Wales A globally responsible Wales A Wales of vibrant culture and thriving Welsh Language</p>	<p><b>Long Term</b> –The objective seeks to create prosperity and quality of life for the people of Newport now and in the future. Identified growth sectors, including renewables and technology, are key to rebalancing the city’s economic activity for the longer term and moving away from current over-reliance on the public sector.</p> <p>The objective encourages investment in future proofing the city’s infrastructure in areas such as road, rail maintenance and flood defences, while potential transformational investment projects as part of the City Deal and Great Western Cities look forward over 20 years. Growing the city’s tourism economy has the added benefit of protecting the city’s natural and heritage assets for the long term.</p> <p><b>Prevention</b> – Regeneration and economic growth will reduce risks of city decline, particularly in the city centre, and help prevent increased unemployment / reduced quality of life.</p> <p><b>Collaboration</b> – Working in collaboration with Welsh Government, business, education and training providers and Natural Resources Wales will be essential to achieving this objective. Working with City Deal and Great Western Cities partners will optimise economic benefits for Newport and the region.</p> <p><b>Integration</b> – Integration with Newport’s Economic Growth Strategy, the Local Development Plan and all our Well-being Objectives.</p> <p><b>Involvement</b> – Engagement activity pointed to a desire for more city centre investment and for more job opportunities. Looking after the city’s green infrastructure was also one of the most frequently cited “wants” for the future.</p>	<p>The Wales We Want Future Generations Report states that:</p> <ul style="list-style-type: none"> <li>• Investing in growing our local economy is essential for the well-being of future generations</li> <li>• Living within global environmental limits, managing our resources efficiently and valuing our environment is critical.</li> </ul> <p>This Well-being Objective addresses both these issues.</p> <p>Our intended focus on the innovative renewable energy and digital sectors which build on existing strength, offer opportunities for growth and seek to protect the environment will contribute to creating a prosperous Wales, a resilient Wales and a globally responsible Wales.</p> <p>The objective recognises that protecting our green infrastructure and our heritage / cultural assets is fundamental to our tourism economy, as well as contributing to health and well-being and supporting our inward investment offer.</p>

Well-being Objective	Well-being Goal	Why it will be good for Newport	Contribution to Well-being Goals
<p><b>To enable people to be healthy, independent and resilient</b></p>	<p>A healthier Wales  A resilient Wales  A more equal Wales  A prosperous Wales  A Wales of cohesive communities  A Wales of vibrant culture and thriving Welsh Language  A globally responsible Wales</p>	<p><b>Long Term</b> – Life Expectancy and Healthy Life Expectancy are increasing in Newport, however there continues to be significant health inequalities between those living in areas of the highest levels of deprivation compared with those living in areas of lower deprivation. The latest life expectancy data shows an inequality gap of 9.9 years for men and 7.2 years for women. As for healthy life expectancy the inequality gap is 18.2 years for men and 20.1 for women. With an ageing population it is important to enable people to be as well as possible now and in to the future and provide support along the way when appropriate. This will reduce the dependency and pressure on more acute services going forward.</p> <p><b>Prevention</b> – Applying a preventative approach to health is paramount to enabling people to manage their own health and wellbeing and preventing illness. Evidence suggests that people adhering to healthy lifestyle behaviour are less likely to develop life threatening diseases such as cancer, cardiovascular disease and dementia.</p> <p><b>Integration</b> – This objective supports The Healthier Wales Wellbeing Goal but support most of the others. Good physical and mental wellbeing enable people to participate fully in all aspects of life across the wellbeing goals (economic, social, cultural and environmental).</p> <p><b>Collaboration</b> – Working together with partners such as Aneurin Bevan University Health Board, Public Health Wales and the 3<sup>rd</sup> Sector is essential to achieving this objective.</p> <p><b>Involvement</b> – Feedback from engagement activity suggests more support to vulnerable or disadvantaged groups including people with disabilities for the future.</p>	<p>How healthy, independent and resilient people are has a wider impact on all other aspects of their life. Whether they can work, attend education, take part in social activities and contribute to their communities is all influenced by this objective. This is why this objective is fundamental to all the Well-being Goals.</p> <p>The Wales We want Future Generations Report states that:</p> <ul style="list-style-type: none"> <li>• Children need to be given the best start in life from very early years</li> <li>• Well-being of all depends on reducing inequality and a greater value on diversity</li> </ul> <p>We recognise the importance of prevention at an early age to improve and maintain well-being and to help tackle inequalities</p>

Well-being Objective	Well-being Goal	Why it will be good for Newport	Contribution to Well-being Goals
<p><b>To build cohesive and sustainable communities</b></p>	<p>A more equal Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales.</p>	<p><b>Long Term</b> – Recent engagement identified that an increased focus on strengthening community resilience and building on their assets was required in the next 20 years. Relevant activities include, promotion of parks and open spaces, promotion of the Welsh language, land use planning for sustainable communities, prevention of youth offending.</p> <p><b>Prevention</b>, relevant activities include – deliberate fire starting, youth offending, anti-social behaviour (ASB), PREVENT programme, homelessness prevention</p> <p>The recent work to tackle community safety/cohesion issues in Pill recognises the need for a <b>long term</b> vision and strategy, which <b>integrates</b> with the economy and skills and health and wellbeing work areas, based on <b>prevention</b> and intervention e.g. youth offending. Furthermore this work will need to <b>involve</b> the community in identifying and addressing the issues that concern them. Success will depend on strong <b>collaboration</b> between public services, the third sector and the community.</p> <p><b>Integration/collaboration</b>, relevant activities include – land use planning strategy, holistic strategies to tackle ASB, integrated youth offending services, multi-agency community cohesion programmes.</p> <p><b>Involvement</b> – multi-agency engagement processes and arrangements are being developed. The engagement on the Wellbeing Assessment marked a new collaborative approach and increased the involvement of hard to reach groups. Engagement activity has suggested that maintaining community networks, families and activities was important. A reduction in crime and anti-social behaviour came out also came out strongly.</p>	<p>The Wales We want Future Generations Report states that:</p> <ul style="list-style-type: none"> <li>• Future generations need thriving communities built on a strong sense of place</li> <li>• Well-being of all depends on reducing inequality and a greater value on diversity</li> <li>• Celebrating success, valuing our heritage, culture and language will strengthen our identity for future generations</li> <li>• Greater engagement in the democratic process, a stronger citizen voice and active participation in decision making is fundamental for the well-being of future generations</li> </ul> <p>The Community Wellbeing Profile (CWP) noted a small decrease in the proportion of Welsh speakers in the Newport population, and a Welsh Language Strategy is in place to promote the use of Welsh and supporting Welsh medium education. The CWP also noted public concerns about crime and anti-social behaviour and some evidence of racial/ethnic tensions. CWP engagement work also noted the importance the public placed on cultural assets e.g. libraries, theatre, open spaces in terms of community cohesion and wellbeing.</p>

## The steps we will take to achieve our Well-being Objectives

### Wellbeing Objective 1 – To improve skills, education and employment opportunities

#### The steps:

1	Improve school attainment levels and ensure best educational outcomes for children
2	Support young people into education, employment and training
3	Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty
4	Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education
5	Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities
6	Development of digital skills through support for schools and community IT programmes including a Digital Inclusion Charter
7	Improve school attendance, reduce exclusions and improve safeguarding and wellbeing

### Wellbeing Objective 2 – To promote economic growth and regeneration whilst protecting the environment

#### The steps:

1	Specialise in high value business growth
2	Grow the economy as part of the wider region – collaboration for competition
3	Promote and innovate for entrepreneurship, support indigenous development
4	Create an economic environment to support population growth
5	Deliver a digital strategy with improved connectivity in the city with access for citizens, partners and businesses
6	Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city
7	Maintain our focus on regenerating the city centre to become one of the UK's top cities
8	Maximise environmental opportunities
9	Work with communities and schools on a range of countryside, biodiversity and recycling related matters
10	Increase household recycling and divert waste from landfill
11	Protect and promote local built and natural assets and cultural heritage
12	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment

**Wellbeing Objective 3 – To enable people to be healthy, independent and resilient****The steps:**

1	Support people to remain living independently in their homes and communities
2	Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness
3	Support children to remain safely with their families
4	Support all schools to work towards the National Quality Award for Healthy Schools
5	Work towards Newport becoming a recognised Dementia Friendly City
6	Improve opportunities for Active Travel
7	Regulate residential dwellings to ensure provision of safe homes
8	Work towards improved air quality
9	Regulate businesses and support consumers/residents to protect and improve health

**Wellbeing Objective 4 – To build cohesive and sustainable communities****The steps:**

1	Deliver a community cohesion programme that creates opportunities for communities to interact with one another
2	Prevent offending and re-offending of young people
3	Develop sustainable communities through the provision of good quality, accessible and affordable housing
4	Prevent and tackle instances of antisocial behaviour impacting upon the residents and the business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime
5	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.
6	Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life
7	Deliver a sustainable library service and varied cultural offer
8	Work with key partners to promote the city's parks, open spaces and coastal path
9	Develop opportunities for community involvement, participation and engagement

## **How we will involve people with an interest in achieving the well-being goals and how those people will reflect the diversity of the area.**

### **Involvement**

In response to the increased prominence Wellbeing of Future Generations Act places on involvement and engagement the Policy, Partnership and Involvement team has set up a multi-agency engagement group to share resources, coordinate activities and improve access to hard to reach groups. This group coordinated public engagement on the Community Wellbeing Profile and will continue to plan future engagement work. By working with partners particularly in the third sector, the Council and PSB have been able to make use of the community reach, expertise and links with different groups.

The Community Wellbeing Profile engagement programme was planned to include opportunities to involve a diversity of the population, which included age ranges, young people and families, BME groups, disabled people, older people, LGBT communities and people with English language difficulties. This contributed to a response rate approaching 1,800. This approach will be further developed in the future. In addition to this emerging areas of work are presenting opportunities for enhanced engagement e.g. through youth forums and with local resident groups (Pill Area Focus work) and community asset transfer models (Maindee Unlimited).

### **Governance**

The Council is publishing its Well-being Objectives by 31 March 2017. However, post the local government elections in May 2017, the new administration will have the opportunity to review them, revise them if necessary and adopt them as part of the development of the Corporate Plan.

The Well-being Objectives will be delivered alongside all other council work included in the Service Plans for 17/18. The service plan template has been amended to put the Well-being of Future Generations (Wales) Act 2015 at the centre of service area planning. Service plans are developed for a one year period at the beginning of each financial year. They are subject to the usual governance arrangements, consideration by Scrutiny and approved by Cabinet Member.

Progress against Well-being Objectives will be monitored in the following ways: reports to Cabinet, in depth monitoring for each Well-being Objective, mid-year and year end monitoring of Service Plans through Scrutiny and Cabinet Member update reports on the Improvement Plan and performance monitoring reports to the Corporate Management Team.

The Council will publish a Well-being Annual Report and Performance Assessment.

Work is ongoing to examine our existing approaches and make changes to ensure that in our ways of working we are compliant with the requirements and embracing the spirit of the Act, Support for this includes changes to key processes and documentation and engagement with partner organisations.

### **Resource allocation**

The Medium Term Financial Plan drives the council's financial planning and annual budget preparation. A key objective of the plan is to ensure that council priorities and plans are funded. It is updated annually and enables the council to review the financial challenges over the medium term.

Resource allocation will be managed through the annual service planning process which considers resources and from 2017-18 will link clearly with Wellbeing Objectives. This is also supported by the Improvement Plan, which through 2017-18 will be further aligned with the Well-being Objectives in line with national guidance.

### **Timescales**

The Council will achieve its objectives within the medium term with demonstrable progress made over the life of the Corporate Plan 2017 – 2022. The objectives will be reviewed following local government elections 2017 through the new corporate plan development.

The Well-being Objectives as set out in this statement also link to existing work with timescales as set out in the Improvement and service delivery plans. Business cases for change will also need to consider the requirements of the Act.



## Newport City Council Draft Well-being Assessment – Citizen Engagement 2016

*The consultation findings have been used to inform the setting of the Council's Well-being Objectives.*

### Consultation findings

This analysis looks at responses to two particular questions in the Your Newport survey 2016 as follows:

- What are the things you like most about living in Newport? (Up to 3 things).
- What do you think your community would like to see more / less of in the next 20 years?

There were no multiple choice questions. All the responses were unprompted and respondents were able to comment openly and freely. This means that responses were very wide ranging and individualised which has resulted in relatively low figures for many of the issues raised. This suggests that wellbeing is a personalised concept and means different things to different people. Despite this several common themes did emerge as being important to a significant proportion of respondents' wellbeing and these are highlighted below.

### Economic Well-being

The overwhelming message coming from survey comments about Newport's economy is the popularity of the regeneration of the city centre and Friars Walk. Of the whole survey, this was the aspect of city life most often referred to by respondents, with over one third of all respondents saying they liked the city's shops / restaurants (97 references), Friars Walk (94 references) or new development (43 references). This is likely to contrast strongly with views held on the city centre just two years ago.

*"Friars Walk has given a much better social element to Newport" "Newport currently feels like a lively up and coming city, with some nice new shops and restaurants." "Love the town centre (Friars Walk) as it's made a huge difference"*

Respondents were also keen to see further regeneration. 75 respondents said they would like to see more regeneration /improvements to High Street and Commercial Street and more shops in the future. 12 people said they would like fewer empty shops.

*"The improvement to the city and the opening of new businesses. The city centre has been improved dramatically but there are still parts to be improved."*

Regarding employment, 37 people wanted more job opportunities in Newport and a further 26 said they would like to see a thriving economy with more support for businesses and more business investment attracted to the city.

*"More support for town centre businesses to build on success of Friars Walk" "More offices in the city centre" "More jobs"*

Newport residents clearly see the city's location and accessibility as positive benefits with 116 out of 662 respondents referring to access to the M4/ transport connections as good things about living in Newport.

Traffic congestion was an issue for some with 26 people saying they would like to see lower congestion levels. 25 respondents referred to the need for an M4 bypass or other road improvements including better maintenance.

While 26 respondents listed public transport as a positive aspect of the city, a greater number (46 people) said they would like to see more or improved public transport in the future.

18 people referred to house prices and the cost of living as positives for Newport.

Respondents also referred to the city's schools with 9 respondents commenting that good schools were one of the things they liked about living here. 23 people said they would like to see more investment in Newport schools.

*"Better school infrastructures" "Continue improving schools" "Improved schools"*

14 people commented that they wanted to see less new housing development, particularly without supporting infrastructure.

In addition to the open response questions, local people were also asked their views on whether Newport is a good place to live, and whether it is becoming a better place to live. The results are as shown in the following table and indicate 55% of people thought that Newport was currently a good place to live, with less than 18% in disagreement, but almost 70% of people thought that Newport was becoming a better place to live (Strongly agree + agree).

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	No reply
Newport is a good place to live	No. of people	61	298	174	82	33	14
	% of people	9.41%	45.99%	26.85%	12.65%	5.09%	
Newport is becoming a better place to live	No. of people	143	299	108	62	27	23
	% of people	22.38%	46.79%	16.90%	9.70%	4.23%	

A second survey format was undertaken through the Newport Citizens Panel and Communities First clients with 397 responses received. The results are set out in the following table. Key findings include:

- 84% of respondents thought that Newport has gone through regeneration in recent years
- 19% thought that Newport has a strong economy
- 14% thought that there are enough jobs to be found in Newport
- 18% thought that people in Newport have enough money to run their households

Statement	Yes		No		Unsure		No reply
	No.	%	No.	%	No.	%	
There are enough jobs to be found in Newport	56	14.32%	179	45.78%	156	39.90%	6
Education and skill levels are good in Newport	134	34.27%	94	24.04%	163	41.69%	6
There are enough opportunities for everyone to learn	178	45.29%	103	26.21%	112	28.50%	4
Newport is a good place for businesses	183	47.16%	68	17.53%	137	35.31%	9
People in Newport have enough money to run their households	71	18.35%	161	41.60%	155	40.05%	10
Newport has a strong economy	75	19.33%	143	36.86%	170	43.81%	9
Newport has gone through regeneration in recent years	322	84.29%	16	4.19%	44	11.52%	15

### Environmental Well-being

The responses that relate to Environmental Well-being are as follows:

*“I love its open and wooded green areas”*

Newport’s green space is clearly valued by the city’s residents with almost a quarter of respondents mentioning open space on their survey forms. 86 respondents referenced parks and green open spaces as something they liked about living in the city, a further 60 people listed access to the surrounding countryside as a positive for Newport and 9 people mentioned cycle paths.

In terms of the future, 81 people also said that they wanted to see green spaces better maintained or more green spaces created, including cycle paths and children’s play areas.

*“The rural areas surrounding the city” “Easy access to beautiful countryside to walk etc”*

*“Beautiful walks along the coast, country and wetlands”*

*“How green the city is. There are lovely trees, woodlands and parks scattered among the city and these should be kept. They increase the value of properties and are beneficial for people’s wellbeing.”*

*“More green areas with parks for children on new housing estates”*

30 people referred to the city’s compact size as beneficial, giving easy access to services and facilities:

*“[Newport] has all the facilities I enjoy close to hand (theatres, outdoors, gym classes) easy to get around – Newport is a nice size, so travelling from one place to another does not take much time.”*

*“Compact and accessible with good bus and train services. Not far to go to be in the countryside but with benefits of city life.”*

The issues most often raised as having negative impacts were litter and fly-tipping (mentioned 56 times). In addition 28 respondents said they would like cleaner streets with a further 5 people calling for more litter bins or regular refuse collections in the city:

*“Less litter and fly-tipping” “More spent on street cleaning” “More litter bins around town”*

A second survey format was undertaken through the Newport Citizens Panel and Communities First clients with 397 responses received. The results are set out in the following table. Key findings include:

- 83% of people who were able to enjoy outdoor spaces
- 24% of people thought that the development and protection of land was well balanced
- 26% of people thought Newport is free from pollution
- 36% of people thought Newport has attractive, clean and safe neighbourhoods

Statement	Yes		No		Unsure		No reply
	No.	%	No.	%	No.	%	
<b>Newport has attractive, clean and safe neighbourhoods</b>	136	36.17%	160	42.55%	80	21.28%	21
<b>Newport has an attractive, clean and safe city centre</b>	154	40.53%	159	41.84%	67	17.63%	17
<b>Wildlife and natural habitats are well protected</b>	187	48.45%	67	17.36%	132	34.20%	11
<b>I am able to enjoy outdoor spaces</b>	322	83.85%	43	11.20%	19	4.95%	13
<b>Newport is well protected from flooding</b>	137	36.05%	62	16.32%	181	47.63%	17
<b>The development and protection of land is well balanced</b>	93	24.16%	78	20.26%	214	55.58%	12
<b>Transport and travel works well in Newport</b>	205	53.95%	111	29.21%	64	16.84%	17
<b>Newport is free from pollution e.g. clean air, rivers, etc.</b>	103	26.96%	138	36.13%	141	36.91%	15

### Social and Community Well-being

Many respondents pointed to their relationships with others (family, friends, neighbours) as reasons for enjoying living in Newport while 33 respondents referred to the friendliness of Newport people:

*“Newport people” “Friendly people” “The people in Newport are very welcoming” “Nice people”*

A sense of community and good community spirit in Newport came through strongly in the survey with 29 people making reference to this. A further 50 respondents cited community groups as positive:

*“Community spirit in many local areas”; “Community groups involving members of the public” “Good community group supporting people in Alway” “There is a sense of community – people tend to support each other.”*

Survey respondents also see it as important to maintain community networks, facilities and activities into the future with 48 people saying they would like to see more of this type of community focus in the next 20 years.

Ten per cent of all respondents cited access to public services and facilities as things they liked about life in the Newport.

Increased policing and reductions in crime and anti-social behaviour came out strongly as intentions for the future. Ten per cent of all respondents said they would like to see more of a police presence; 96 people said they would like to see a drop in antisocial behaviour including substance abuse, drunken behaviour, violence, vandalism and graffiti; 25 people commented that they would like to see a reduction in crime.

There were 51 references to providing more support to vulnerable or disadvantaged groups in the future including people with disabilities, the elderly and the homeless. There were also 55 references to the need for more facilities / provision for children and young people.

*“More things for teens” “More support for older generation including suitable housing for people with physical or psychological disability”*

Thirty-two people said they would like to see better health provision across a range of areas including primary health care, mental health support and dental practices.

*“Upgrade health services” “easy to access and efficient health services” “new hospital”*

A second survey format was undertaken through the Newport Citizens Panel and Communities First clients with 397 responses received. The results are set out in the following table. Key findings include:

- 85% of people were able to use the internet and online services.
- 45% thought that people from different backgrounds get on well together
- 75% of people felt safe in their local area, but 51% felt safe in the city centre
- 22% thought that vulnerable people get the support that they need.
- 77% of people thought that they have a good social life
- 78% thought that the environment that they live in and the opportunities available allow them to keep physically active

Statement	Yes		No		Unsure		No reply
	No. of people	%	No. of people	%	No. of people	%	
<b>There are opportunities for me to play a part in my community</b>	271	70.57%	42	10.94%	71	18.49%	13
<b>I feel safe in my local area</b>	289	74.68%	68	17.57%	30	7.75%	10
<b>I feel safe in the city centre</b>	195	51.59%	119	31.48%	64	16.93%	19
<b>There are enough opportunities for children to play</b>	149	38.60%	137	35.49%	100	25.91%	11
<b>I am able to use the internet and online services</b>	330	85.94%	38	9.90%	16	4.17%	13

<b>I have a good social life</b>	299	77.46%	69	17.88%	18	4.66%	11
<b>People from different backgrounds get on well in Newport</b>	174	45.08%	55	14.25%	157	40.67%	11
<b>Newport is a good place to raise children</b>	192	49.48%	70	18.04%	126	32.47%	9
<b>Vulnerable people get the support they need</b>	87	22.83%	98	25.72%	196	51.44%	16
<b>The environment that live in has a positive effect on my wellbeing</b>	246	63.73%	66	17.10%	74	19.17%	11
<b>People can access the health care they need when they are unwell</b>	212	55.06%	97	25.19%	76	19.74%	12
<b>People have access to affordable healthy food</b>	247	64.32%	75	19.53%	62	16.15%	13
<b>The environment that I live in and the opportunities available allow me to keep physically active</b>	302	78.44%	45	11.69%	38	9.87%	12
<b>There are opportunities available for me to improve my health and wellbeing e.g. stop smoking, weight management, alcohol &amp; drug services, etc.</b>	250	64.60%	32	8.27%	105	27.13%	10

## Cultural Well-being

The responses that relate to Cultural Well-being point to the popularity of Newport's sport and leisure facilities. The survey ranks sport and leisure provision as the third most popular aspect of life in the city with 79 people citing this something they like. Twenty four people said they would like to see additional sport and leisure provision in the future.

*"Sports facilities are fantastic" "Great sports facilities" "Leisure facilities are excellent – velodrome, rugby, football."*

Roughly an equal number of people said that they liked the city's arts venues (37 respondents) the city's libraries (38 respondents) and the city's heritage and places to visit (36 respondents).

Sixteen people said they liked the city's events with 26 saying they would like to see more events taking place.

Welsh language provision was commented on by five people, four of whom wanting to see more provision

A second survey format was undertaken through the Newport Citizens Panel and Communities First clients with 397 responses received. The results are set out in the following table. Key findings include:

- 87% of people who thought that there are opportunities to enjoy sports and the arts
- 89% of people who thought that there are opportunities to take part in sports and leisure
- 49% of people who thought that there are opportunities to speak the Welsh language

Statement	Yes		No		Unsure		No reply
	No.	%	No.	%	No.	%	
<b>There are opportunities to enjoy sports &amp; the arts e.g. film, theatre, art, dance, etc.</b>	337	87.99%	21	5.48%	25	6.53%	14
<b>There are opportunities to take part in the arts</b>	212	55.50%	33	8.64%	137	35.86%	15

Statement	Yes		No		Unsure		No reply
	No.	%	No.	%	No.	%	
There are opportunities to take part in sports and leisure	345	89.38%	11	2.85%	30	7.77%	11
There are opportunities to learn about history and local heritage	261	67.62%	32	8.29%	93	24.09%	11
There are opportunities to speak the Welsh language	185	49.47%	46	12.30%	143	38.24%	23



# Report

## Cabinet

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### Part 1

**Date:** March 2017

**Item No:** see above

**Subject:** **5 Year Welsh Language Strategy for Newport**

**Purpose:** To agree a 5 Year Welsh Language Strategy for Newport, as required by the Welsh Language (Wales) Measure 2011 and Welsh Language Standards.

**Author:** Head of People and Business Change  
Corporate Policy and Diversity Officer

**Ward:** All

**Summary:** In accordance with the Welsh Language (Wales) Measure 2011 the Council is required to produce, and publish on our website, a 5-year strategy that sets out proposals to promote the Welsh language and to facilitate the use of the Welsh language more widely in the area.

The strategy is attached to this report. The strategy was developed through active consultation with our partners and the community.

**Proposal:** To approve the attached strategy and present it to Council before publishing it on the council's website in accordance with statutory requirements.

**Action by:** Head of People and Business Change

**Timetable:** Immediate

This report was prepared after consultation with:

- Corporate Directors
- Heads of Service
- Members
- Cabinet Member for Finance and Resources
- The council's Welsh Language Implementation Group
- Members of the Newport Welsh Education Forum (WESP)
- Existing stakeholders in the Welsh language community

**Signed:**

## Background

The last year and a half (from September 2015) has been a time of transition from implementing Welsh language requirements under the Welsh Language Act 1993 to implementing the Welsh Language Standards under the Welsh Language (Wales) Measure 2011.

This report considers the requirement in the standards to develop a five year strategy to promote Welsh language in the area and publish this on the Council's website. Cabinet previously approved a draft Strategy in October 2016 for consultation. If approved by Cabinet, the strategy will be considered by Council. We will put monitoring and reporting systems in place to ensure that this strategy does in fact facilitate the intended outcome: greater use of the Welsh language.

The Standards that NCC relating to the strategy as follows:

### **Standard 145 (Promotion)**

*You must produce, and publish on your website, a 5-year strategy that sets out how you propose to promote the Welsh language and to facilitate the use of the Welsh language more widely in your area; and the strategy must include (amongst other matters)*

- (a) a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned, and*
- (b) a statement setting out how you intend to reach that target; and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy (or of publishing a revised strategy).*

### **Standard 146 (Promotion)**

*Five years after publishing a strategy in accordance with standard 145 you must:*

- (a) assess to what extent you have followed that strategy and have reached the target set by it, and*
- (b) publish that assessment on your website, ensuring that it contains the following information –*
  - (i) the number of Welsh speakers in your area, and the age of those speakers;*
  - (ii) a list of the activities that you have arranged or funded during the previous 5 years in order to promote the use of the Welsh language.*

## 5 Year Welsh Language Strategy for Newport

This strategy is Newport City Council's responsibility, however many other organisations and people are active in using and promoting the Welsh language in Newport and our role is to pull these efforts together so that we have the best possible outcomes for the people of Newport. Engaging people is key to the success of this strategy, both in terms of forming and delivering a Welsh language vision for Newport.

The Welsh language is one of Wales' treasures. It is part of that which defines us as a people, and is increasingly an integral part of our everyday lives. The Welsh Government (WG) launched their strategy in 2016 for 'A Million Welsh Speakers by 2050.' Newport City Council's Strategy will aim to support the Welsh Government's target for growth by setting our own target for Welsh speakers and own vision for the Welsh language in Newport.



The promotion of the Welsh language is a long term aim. The council has set a 5 year target for increasing the number of children attending Welsh medium education. However we also recognise that a comprehensive strategy also needs to increase everybody's opportunities to use Welsh in Newport. As such this strategy is not only about increasing the number of Welsh speakers in Newport. It is also about inspiring and supporting Welsh learners and everybody who is on the continuum of speaking Welsh, from those who can say 'bore da' to those who are Welsh language poets. We want to foster a Newport identity where people love the Welsh language and feel confident in using it in all parts of life.

The Council is subject to the Welsh Language Standards: we promote ourselves as a bilingual organisation, offering bilingual services. The Wellbeing of Future Generations places sustainable development the central organising principle in Welsh public life. One of the act's 7 wellbeing goals is 'A Wales of vibrant cultures and thriving Welsh language.' This means that there is already a duty on the council to achieve this goal in the long term. This strategy and objectives will be considered in forming Newport City Council's Wellbeing Objectives for March 2017 and the Public Service Board's Wellbeing Plan, March 2018.

The council is in the early days of promoting the Welsh language and working in partnership to promote the Welsh language. This strategy will be revised annually to reflect progress and to respond to the national Welsh language agenda. Any changes that we make to the strategy will have appropriate governance and community involvement.

We have identified a vision, a target for increasing the number of Welsh speakers, 3 Welsh language themes, and a number of Welsh language objectives and actions detailing the steps we will take to achieve the objectives.

## **Our vision**

'The people of Newport can use Welsh in all parts of life...'

## **5 year target for increasing or maintaining the percentage of Welsh speakers**

To increase the number of Newport pupils in Welsh medium education from 892 in 2016/17, to 1,250 or more in 2022/23.

This represents a growth from 4.0% of the school age population to 5%. The target is based on filling the reception classes of the 3 Welsh medium primary schools to their capacity of 107 places a year, for the next 5 years beginning in 2017/2018.

## **Welsh Language Strategy Themes and Objectives**

The themes and objectives will support us in not only meeting our target of increasing the number of pupils in Newport engaged in Welsh medium education, but will help us support the use of Welsh within the city itself. They are:

1. Increase the numbers of Welsh speakers
2. Council Policy and Workforce Planning
3. Promote Welsh in all parts of life

Further work will be required in the city to increase the number of Welsh speakers in line with national targets. The target setting requirement poses a challenge for Newport as Census figures may overstate the numbers of Welsh speakers, and furthermore, we do not have census figures at the beginning and end of the term of the Strategy (2017-2022). Because of this we propose to set a target of growth in children and young people attending Welsh medium education.

## **Consultation**

NCC consulted on this 5 Year Welsh Language Strategy for two months, starting early December and ending late January. This consultation process happened concurrently with the consultation for the Welsh in Education Strategic Plan for Newport, and the Welsh Government's consultation on their Welsh Government Draft Strategy – 1 Million Welsh Speakers by 2050. The Strategy sets out how we are going to 'to promote the Welsh language and to facilitate the use of the Welsh language.'

During the consultation period we engaged with the people of Newport via our online consultation where we received 100 responses, with the main local stakeholders like Menter Iaith and the Welsh Language Forum, and held a number of meetings with council Members.

The draft strategy attracted a wide range of comments which have been considered in the final Strategy attached to this report. Three main themes emerged from the consultation process, some respondents suggested that we were not going far enough to promote growth in the Welsh language, and we should have set ourselves a more demanding target for growth. The more negative comments focused on fears that the development of Welsh in Newport would be to the detriment of English speakers and/or that Welsh should not be a priority at a time of economic austerity.

There was broad agreement from all respondents that the strategy should have a more community focus, and not just focus on the numerical targets. As a result of this feedback the final strategy has placed greater emphasis on Welsh in the community through theme 2 and 3 of the strategy.

*"If Newport is the Gateway to Wales couldn't it also be the Gateway to Welsh?!"*

Quote from NCC Member

## **Monitoring**

Certain governance arrangements are already in place for implementing the Welsh Education Strategic Plan (the WESP) through the Newport Welsh Education Forum and for implementing the Welsh Language Standards. Governance arrangements will be put in place for this Strategy for an initial period, which will also link to strategic equalities objectives.

We will review these arrangements to mainstream them within the governance arrangements for the council's Wellbeing Objectives in 2017, and the Public Service Board's Wellbeing Plan in 2018.

A full review will be required after five years in line with the statutory requirements.

## **Financial Summary**

The cost of implementing Welsh language requirements is largely met out of existing budgets by each relevant service area or other public sector organisations. An additional £280,000 was put into the 2016/17 base budgets to deliver the Welsh Language Standards, currently allocated to translation and support services, further monitoring will be required to determine the ongoing requirement.

There is also a reserve set aside for the initial and one-off implementation costs for Welsh language standards and the development and promotion of the Strategy, this will be closely monitored.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the Council is not compliant with the Welsh Language Standards in publishing the 5 year strategy.	H	L	Governance of the WL Scheme / Standards and Equalities is strengthened through the Strategic Equalities Group and annual report to Cabinet.  This report proposes a draft strategy which can be further updated following consultation.	Head of People and Business Change
That the proposals in the strategy are not delivered.	M	L	Monitoring arrangements to be put in place, for further report to Cabinet.  Work with partners will be developed to support the strategy.	Head of People and Business Change

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

The council's commitments under the Welsh Language Standards are integrated into the authority's planning documents including the Strategic Equality Plan, the Improvement Plan and in the work emerging from the Wellbeing of Future Generations (Wales) Act 2015.

## Options Available

The options available are:

1. To recommend the strategy to Council.
2. To amend the strategy and recommend to Council.

## Preferred Option and Why

Option 1 is the preferred option – to agree the draft strategy and recommend to Council, and monitor progress as part of the annual monitoring process.

## Comments of Chief Financial Officer

As highlighted in the financial summary there were additional resources provided to deliver the Welsh Language Standards in the 2016/17 budget and this continues in 2017/18. There is also a £240k earmarked reserve to fund the early implementation and one-off costs of the standard.

## Comments of Monitoring Officer

The Council has a statutory duty in accordance with the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards to produce, and publish, a 5-year strategy that sets out proposals to promote the Welsh language and to facilitate the use of the Welsh language more widely in the area.

The strategy must include targets for increasing or maintaining the numbers of Welsh speakers in the area and the delivery of the strategy must be kept under review. This is also consistent with the well-being goals and the sustainability objectives of the Well-being of Future Generations Act. The proposed strategy meets the requirements of the Standards and focuses, in particular, on Welsh language education, building on the existing principles of the Welsh in Education Strategic Plan.

The draft Strategy has been subject to consultation and the responses were broadly supportive but, where appropriate, minor changes have been made to reflect the comments received and, in particular, to make the strategy more community focussed.

### **Staffing Implications: Comments of Head of People and Business Change**

This development of the Welsh Language Strategy for the City which has been informed by the recent consultation sets the strategic direction for the next 5 years. The strategy sets out the draft objectives for cabinet building on existing work to develop Welsh language as evidenced in the annual reports.

Development of Welsh language also forms part of our corporate and equalities priorities, and is a key element of the wellbeing objectives of the Well-being of Future Generations Act.

### **Comments of Cabinet Member for Finance and Resources**

The strategy sets the vision for the city for development of the Welsh language for the next five years. The target reflects the current work to develop and support Welsh medium education in the city and provides a good framework for developing the use of Welsh language in Newport.

### **Comments of Cabinet Member for Education and Young People**

The Cabinet Member endorses this Welsh language strategy which is aligned to the Welsh education strategic plan.

### **Local issues**

No impact on individual wards.

### **Scrutiny Committees**

Not applicable.

### **Equalities Impact Assessment**

The proposal does not require a Fairness and Equalities Impact Assessment.

### **Children and Families (Wales) Measure**

Not applicable.

### **Consultation**

Comments received from wider consultation have been incorporated into the strategy.

### **Wellbeing of Future Generations (Wales) Act 2015**

The strategy supports the Wellbeing of Future Generations (Wales) Act 2015 through the positive steps it takes to secure “a Wales of vibrant culture and thriving Welsh language” one of the Wellbeing Objectives contain within the act.

### **Background Papers**

Newport City Council 5 Year Welsh Language Draft Strategy 2017–2022

<http://www.newport.gov.uk/documents/Council-and-Democracy/Equalities-and-Welsh-language-/DRAFT-Five-Year-Welsh-Language-Strategy-2017-2022.pdf>

Newport City Council: Compliance Notice Section 44 Welsh Language (Wales) Measure 2011

[http://www.comisiynyddygyymraeg.cymru/English/Publications%20List/20160920%20Hysbysiad%20Cydydffurfio44%20Cynqor%20Dinas%20Casnewydd%20\(en\).pdf](http://www.comisiynyddygyymraeg.cymru/English/Publications%20List/20160920%20Hysbysiad%20Cydydffurfio44%20Cynqor%20Dinas%20Casnewydd%20(en).pdf)

Welsh Language Annual Monitoring Report 2015-16

<http://www.newport.gov.uk/documents/Council-and-Democracy/Equalities-and-Welsh-language-/Annual-Welsh-Language-Monitoring-Report-2015-2016-Report-to-CM.pdf>

Welsh in Education Strategic Plan 2017–2020 <http://www.newport.gov.uk/documents/Schools-and-Education/Welsh-in-Edication/WESP-Welsh-in-Education-Strategic-Plan-2017.pdf>

Dated: 27<sup>th</sup> February 2017

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# Newport City Council 5 Year Welsh Language Strategy 2017-2022

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A Welsh language vision for Newport

Newport City Council

DRAFT



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## Introduction

This 5 Year Welsh Language Strategy for Newport sets out how we, as a local authority, are going to promote and facilitate the use of the Welsh language. This strategy is Newport City Council's responsibility, however many other organisations and people are active in using and promoting the Welsh language in the city. Our role is to pull these efforts together so that we have the best possible outcomes for the people of Newport. Engaging people is key to the success of this strategy, both in terms of forming and delivering a Welsh language vision for Newport.

The Welsh language is one of Wales' treasures. It is something that defines us as a people, and is increasingly an integral part of our everyday lives. In 2016 the Welsh Government (WG) launched their strategy for 'A Million Welsh Speakers by 2050.' This strategy aims to support the Welsh Government's ambitious target for growth by setting our own for Newport, accompanied by Newport specific themes, objectives and actions which emerged from our consultation.

The promotion of the Welsh language is a long term aim. The council has set a 5 year target for increasing the number of children attending Welsh medium education. However we also recognise that a comprehensive strategy needs to increase everybody's opportunities to use Welsh. As such this strategy is not only about increasing the number of Welsh speakers in Newport. It is also about inspiring and supporting Welsh learners and everybody who is on the continuum of speaking Welsh, from those who can say 'bore da' to those who are Welsh language poets. We want to foster a Newport identity where people love the Welsh language and feel confident in using it in all parts of life.

In order to help us meet our strategic objectives, we have identified 3 Welsh language themes, under which sit a number of Welsh language objectives. Attached to these objectives are actions detailing the steps we will take to achieve the targets.

The Council is subject to the Welsh Language Standards: we promote ourselves as a bilingual organisation, offering bilingual services. The Wellbeing of Future Generations places sustainable development the central organising principle in Welsh public life. One of the act's 7 wellbeing goals is 'A Wales of vibrant cultures and thriving Welsh language.' This means that there is already a duty on the council to achieve this goal in the long term.

The council is in the early days of promoting the Welsh language and working in partnership to promote the Welsh language. This strategy will be revised to reflect progress and to respond to the national Welsh language agenda. Any changes that we make to the strategy will have appropriate governance and community involvement.

## **A Vision for the Welsh Language in Newport**

'The people of Newport can use Welsh in all parts of life...'

### **A 5 year target for increasing the percentage of Welsh speakers**

Our target is:

To increase the number of Newport pupils in Welsh medium education from 934 in 2016/17, to 1,250 or more in 2022/23.

This represents a growth from 4% of the school age population to 5%.

This is based on filling the reception classes of the 3 Welsh medium primary schools to their capacity of 107 places a year, for the next 5 years beginning in 2017/2018.

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## **Welsh Language Strategy Themes and Objectives**

We have identified 3 themes which we feel will help us deliver our Welsh language vision for Newport. Below these themes sit 10 objectives which will further help us target our efforts and measure our outcomes. They themes and objectives will support us in not only meeting our target of increasing the number of pupils in Newport engaged in Welsh medium education, but will help us support the use of Welsh within the city itself.

1. Increase the numbers of Welsh speakers
2. Council Policy and Workforce Planning
3. Promote Welsh in all parts of life

### **1 Increase the numbers of Welsh speakers**

- 1.1 Language transition in families
- 1.2 Access to local Welsh Language Education
- 1.3 Welsh in Further and Higher Education- Bilingual Skills for all
- 1.4 Access to learning Welsh for adults

### **2 Council policy and workforce planning**

- 2.1 Planning and language policy
- 2.2 Welsh in the council workforce

### **3 Promote Welsh in all parts of life**

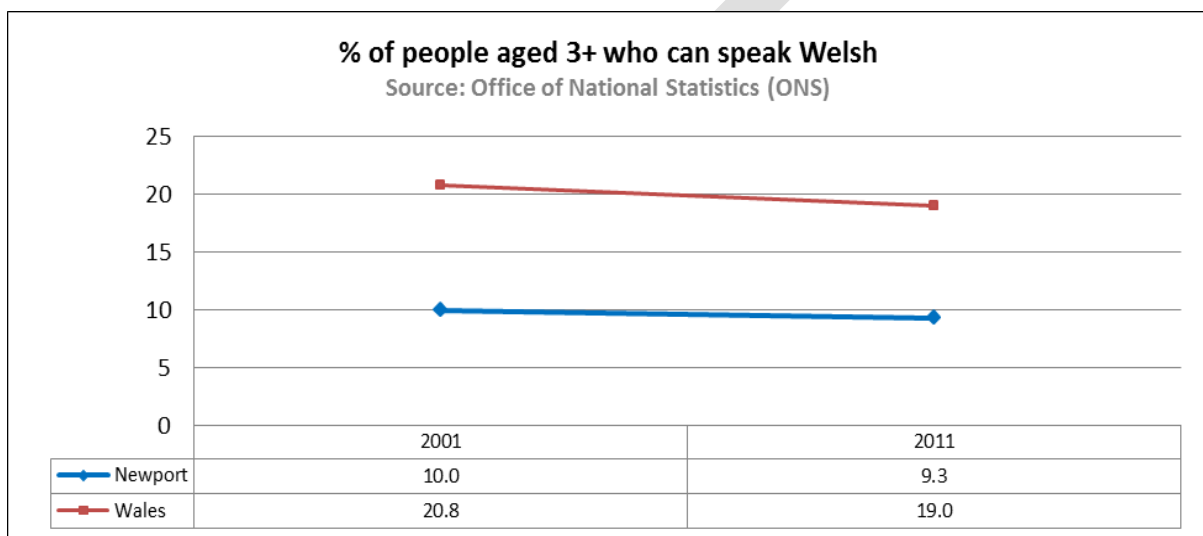
- 3.1 Using Welsh as a citizen
- 3.2 Using Welsh socially
- 3.3 Using Welsh digitally

## The Welsh Language in Newport

### How many Welsh speakers are there in Wales, how many in Newport?

There are different datasets on how many Welsh speakers we have in Newport and the results from these vary greatly. The census data is the most frequently cited dataset and gathers information from the whole population, whilst others datasets such as National Survey for Wales (NSfW) use smaller samples.

The percentage of people aged 3+ years who could speak Welsh at the time of the last Census (2011) in Newport was 9.3%, compared to 19.0% for Wales. Between the 2001 Census and the 2011 Census there was a decrease of 0.7 percentage points in Newport, this compares with a 1.8 percentage point decrease for Wales.



If we look at the table overleaf the good news is that all the age groups between 20 and 39 show an increase in the proportion of Welsh speakers. All the age groups 40 and over show a reduction in the proportion of Welsh speakers. It is clear that Welsh language skills are significantly different by age group. Whilst we have reason to question the validity of the census data on children and young people we have no basis to question the adult data.

However, there is evidence to suggest that Census data over estimates the prevalence of Welsh speakers in some age groups in Newport.

It is possible to suggest that parents overestimated their children's ability to speak Welsh. In 2011, parents completing the census said that 42% of children and young people aged 11-14 speak Welsh. The figure was 46% in 2001. In tracing that cohort from the 2001 to 2011 the figure drops from 46% of 10-14 year olds to 7.8% of 20-24 year olds speaking Welsh over a decade later. It is unlikely that individual skill levels would change this significantly over a decade and brings into question the validity of the data.

Furthermore, the 2011 Welsh in Education Strategic Plan (WESP) figures suggest that about 4% of the 24,000 pupils in Newport sought education through the medium of Welsh. This contradicts the figure of 34.8% of total 5-9 year olds which the 2011 census claim speak Welsh within the local authority area.

In summary, it is likely that both the 2001 and 2011 census overestimates the number and proportion of Welsh speakers in Newport, primarily due to parents over estimating the ability of their children.

<b>% of people who can speak Welsh by age</b>				
	<b>2001 %</b>	<b>2011 %</b>	<b>% Diff</b>	
Age 3 – 4	9.2	14.0	+4.8	↑
Age 5 – 9	36.3	34.8	-1.5	↓
Age 10 – 14	46.1	42.0	-4.1	↓
Age 15 – 19	21.4	23.0	+1.6	↑
Age 20 – 24	3.8	7.8	+4.0	↑
Age 25 – 29	3.4	4.9	+1.5	↑
Age 30 – 34	2.8	3.3	+0.5	↑
Age 35 – 39	2.6	3.1	+0.5	↑
Age 40 – 44	2.7	2.6	-0.1	↓
Age 45 – 49	2.8	2.4	-0.4	↓
Age 50 – 54	2.7	2.4	-0.3	↓
Age 55 – 59	2.6	1.9	-0.7	↓
Age 60 – 64	2.1	1.8	-0.3	↓
Age 65 – 69	2.9	1.7	-1.2	↓
Age 70 – 74	2.3	1.4	-0.9	↓
Age 75 – 79	2.6	2.0	-0.6	↓
Age 80 +	2.2	1.8	-0.4	↓
<b>Total</b>	<b>10.0</b>	<b>9.3</b>	<b>-0.7</b>	<b>↓</b>

The older age groups are either losing their skills or moving away. The people in the younger age groups are either gaining skills in Newport, or have benefitted from a Welsh medium education, or are moving into Newport with Welsh language skills. If this trend continues in the long term it will result in a growth in the number and proportion of Welsh speakers in Newport.

A more accurate snapshot of the current number of Welsh speakers in the city can likely be found in the 2015 National Survey for Wales (NSfW) which asks ability to speak Welsh. In this data only 6% of the sampled population stated that they could speak Welsh. This figure is closer to the figure of 4% of the total population in school provided by the WESP.

## Projected figures for pupils in Welsh medium education in Newport

The table below combines the most up to date data from our school census figures from the Autumn 2016/17 with the most recent school projection figures from the PLASC (June 2016). Our current projection figures suggest there will be slight reduction in Primary Schools pupils over the next 5 years, with overall growth being made up for by strong secondary school growth. However, given that our more recent census figures for the academic year 16/17 are already higher than our projections for the year 17/18, there is increasing evidence to suggest that our projections may underestimate the demand for Welsh medium education in Newport.

	2016/17*	17/18	18/19	19/20	20/21	21/22
Ysgol Gymraeg Casnewydd	305	290	288	284	284	282
Ysgol Gymraeg Ifor Hael	186	168	163	158	153	147
Ysgol Gymraeg Bro Teyrnnon	128	146	164	163	174	181
Primary Pupil Totals	619	604	615	605	611	610
Ysgol Gyfun Gwent Is Coed **	81	135	210	303	396	463
Ysgol Gyfun Gwynllyw	234	217	179	149	92	50
Secondary Pupil Totals	315	352	389	452	488	513
Pupil Totals	934	956	1004	1057	1099	1123

\*2016/17 are based on Newport City Council's Autumn 2016 school census

\*\*Adjusted to account for pupils coming from Monmouthshire

### Proposed target for increasing the number of Welsh speakers in Newport

To ensure that we do not see growth in Welsh medium education plateau over the next five years, we have set a target to increase the number of Newport pupils in Welsh medium education from 934 in 2016/17, to 1,250 or more in 2022/23.

This is based on filling the reception classes of the 3 Welsh medium primary schools to their capacity. The chart below demonstrates how the target looks to improve on our current cohort size. By 2022 this strategy, working in conjunction with the Welsh in Education Strategic Plan (WESP), looks to increase the number of children in Welsh medium primary schools by 19.1% over the current cohort population.

This represents a growth from 4% of the school age population to 5%.

## Projections and target for pupils in Welsh medium education

Pupil number	2016/17	Projection 2021/22	Target 2021/22
Welsh Medium Primary Schools	619	610	737
% Welsh Medium Primary Schools	4.7%		5.3%
Welsh Medium Secondary Schools	315	513	513
% Welsh Medium Secondary Schools	3.2%		4.5%
Welsh Medium Primary and Secondary Schools	934	1123	1250
% Welsh Medium Primary and Secondary Schools	4.0%		5.0%

## Emerging Welsh language themes and objectives

This strategy has identified three key themes which encompass Newport City Council's vision and the target for the Welsh language. Below these themes are a number of objectives and attached actions which will allow us to better focus our efforts and measure our outcomes. This section will introduce the themes, outline why they are significant and detail the actions we will look to achieve over the lifetime of this strategy. This is followed by an action plan which clearly sets out how we will achieve these and who we will look to partner with.

The themes we have identified are;

- Increasing the number of Welsh speakers in Newport
- Council Policy and Workforce Planning,
- Promotion of Welsh in all Parts of Life

Following the public consultation of our strategy, it was clear that we needed to take a more holistic approach to the Welsh Language in Newport. Whilst increasing the number of Welsh speakers is important, it is only a constituent part of the solution. As you can see, these themes are not just about increasing the numbers of Welsh speakers, but also about how the Welsh Language is used, and about what we can do to promote the opportunities the public has to use Welsh and maintain their language skills within their communities.



## **Theme 1: Increasing the number of Welsh speakers in Newport**

This theme is not only closely linked to achieving the target of the strategy, but it also feeds into the ambitious goal set out by the Welsh Government of achieving 1 Million Welsh speakers by 2050. The objectives covered under this theme seek to encourage engagement with the Welsh language at all points of an individual's life.

The objectives identified under this theme are:

- Promoting Language transition in families
- Access to local Welsh language education
- Welsh in Further and Higher education – Bilingual skills for all
- Access to learning Welsh for Adults

### **1.1 Promoting Language transition in families**

It is often assumed that parents who speak Welsh all pass on the language to their children. This is often the case but not always.

According to Menter Iaith's Welsh Language Profile, in Wales, the rate at which the Welsh language is passed on to children by two Welsh speaking parents is 82%. In Newport the rate is 77%. In 2001 this figure was 47% showing a very encouraging increase (p.15 Menter Iaith Casnewydd (MIC) WL Profile 2016).

The same report also notes an increase in Newport households where one parent speaks Welsh – from 19% in 2001 to 38% in 2016 (p.15 Menter Iaith Casnewydd WL Profile 2016). These parents are less likely to pass on the language to their children than families in which both parents speak Welsh.

Newport City Council will, over the lifetime of this strategy, look to work positively with partners to identify ways in which the Welsh language and Welsh medium education can be actively and effectively promoted within families in Newport. This ongoing promotion campaign will include the creation and distribution of leaflets demonstrating the benefits of bilingualism, and will also engage with common concerns that parents have about Welsh medium education.

### **1.2 Access to local Welsh language education**

Newport City Council's commitment to the promotion of the Welsh language in childcare and educational settings has been laid out in detail within the Welsh in Education Strategic Plan 2017-20 (WESP), launched alongside this 5 Year Welsh Language Strategy.

The vision set out in the WESP 2017-20 is as follows:

“Newport City Council acting as a member of the South East Wales Consortia will participate in the development of Welsh standards in education to equip a bilingual Wales with a skilled bilingual workforce, supporting the Welsh Government's vision for Welsh in Education.”

Over the last 10 years there has been a steady growth in the council's provision of Welsh medium education. The city now has three Welsh medium primary schools and as of September 2016, one Welsh medium secondary school, Ysgol Gyfun Gwent Is Coed.

Over the next five years the council will need to rise to the challenges of population growth in a sustainable way. The WESP commits the council to improving the process of measuring the demand for Welsh-medium provision and to respond to any growth in demand. The document also commits the local authority to design and implement a 'Learning & Working in Welsh' portal on the council's website as a resource for Welsh learners of all ages which , will also feed into the overarching campaign of promoting the Welsh language in Newport.

Pupils in English medium schools learn Welsh formally and informally until Year 11. However, the majority of parents of pupils in both English and Welsh medium education do not speak Welsh, and pupils need the chance to use the Welsh language in other aspects of life, including play and sporting activities etc. In the action plan we look at positive initiatives for all pupils to use the language, through joint working between schools, partners including the Urdd and Menter Iaith Casnewydd and implementing initiatives such as the Siarter Iaith.

The Welsh language, and its use in Newport, needs to be inclusive and open. As Welsh gains equal status in Wales, knowledge of both the English and Welsh languages will become increasingly important and an asset in the future Welsh economy.

A recurring theme from our consultation was that a Welsh Language Strategy for Newport needed to reflect the population of the city. The Council will work with partners to ensure that the promotion of the Welsh language engages with all of Newport's communities. This means reaching out to communities who have previously under-engaged with the Welsh.

### **1.3 Welsh in Further and Higher Education- Bilingual Skills for all**

Further and higher education through the medium of Welsh is key to providing students with the skills they will need in a bilingual workforce. At present the three providers of further and higher education in Newport are Ysgol Gyfun Gwynllyw, Coleg Gwent and the University of South Wales.

Over the lifetime of this strategy, Newport City Council will meet with stakeholders to discuss how Welsh Medium further and higher education can be promoted across the local authority area. This group will also look at how Newport City Council can play a positive and constructive role in increasing the number of Welsh speaking teachers, youth workers, and early years practitioners to help facilitate the expansion of Welsh in post-16 education.

### **1.4 Access to learning Welsh for adults**

Increasing the number of Welsh speakers in Newport means we should make learning the Welsh language more accessible to everyone. Currently the main provider of Welsh Language courses aimed at adults is Coleg Gwent, whose figures for the academic year 2015-2016 state that there were 154 Adult Welsh learners from the Newport Area. The promotion of adult education will be included in the 'Welsh Education Portal' described above, and the authority will engage with partners including Coleg Gwent to identify ways in which we can work together to increase adult learner figures.

## **Theme 2: Council Policy and Workforce Planning**

Under this theme Newport City Council reflects on the statutory obligations it has to the Welsh language, how it can be championed through everyday functions already carried out by the authority and how it can be promoted within the council workforce. As a result the two objectives under this theme are:

- Mainstream the Welsh language in council policy
- Welsh in the council workforce

Under the first objective, this means that we must continue to ensure that we share good practice, both internally via groups such as the Welsh Language Implementation Group, but also increasingly with external partners. We must also continue to ensure that due consideration via our Fairness and Equality Impact Assessments is given to the Welsh language. Under our second objective, we need to better engage the workforce in Welsh language awareness and in learning the language or using little phrases of Welsh in the workplace.

### **2.1 Mainstream the Welsh language in council policy**

We want to ensure that the Welsh language is an essential part of Newport's identity and image. The council's corporate identity is bilingual as is our Newport identity through the Cardiff Capital City Region, Newport City of Democracy, Great Western Cities and other regional initiatives.

At present the authority has systematic assessments in place to ensure that the Welsh language is appropriately considered when new policies are created or amended. However as services carried out on our behalf are now required to meet the same Standards there is an opportunity to positively affect people's ability to use Welsh and create a more Welsh language aware environment.

As other Newport statutory organisations implement Welsh Language Schemes and begin to come under Welsh Language Standards, there will be an increasing need to work in partnership with organisations like Aneurin Bevan Health Board, University of South Wales, across all sectors, to ensure that we not only share good practice, but we explore the possibility of coordinating our efforts in promoting and implementing Welsh language services, minimising waste and maximising impact.

### **2.2 Welsh in the council and workforce**

Newport City Council is actively promoting Welsh language awareness and use of the Welsh language in the council, for the benefit of staff as well as our customers. Our Welsh language communication plan focuses on using the language and engagement with the Welsh language as well as compliance with the Welsh Language Standards.

Newport City Council delivers Welsh language awareness training for staff and language learning programmes - from training people to use bilingual greetings to encouraging staff to take up long term Welsh language learning through the council.

Over the lifetime of this strategy we will be looking to further develop the support we offer staff when it comes to improving their Welsh language skills, particularly staff members who already have intermediate or higher Welsh skills.

### **Theme 3: Promote Welsh in all parts of life**

To promote Welsh in all parts of life Newport City Council recognises not only the role it has to play in normalising the use of the Welsh language through the provision of Welsh language services, but also appreciates that Welsh is a living language and must be promoted within the wider community. Under this theme we will focus not only on the promotion of the Welsh language services that we offer, but also on how we can facilitate the use of Welsh outside the areas of our direct influence through closer collaboration with relevant stakeholders.

The strategic objectives under this theme are:

- Using Welsh as a citizen
- Using Welsh socially
- Using Welsh digitally

#### **3.1 Using Welsh as a citizen**

The Welsh Language Standards give people the right to use Welsh in public life. The Council is the first local public body to be subject to the Standards, and given the large scope of council functions, this has created a large area of public life with a positive Welsh language offer. As the standards expand to include other organisations, the council has a role to play in increasing public confidence in our own Welsh language services and in working in partnership with organisations who will also have to offer bilingual services in the future.

Over the course of this strategy's lifetime the council will aim to better promote its own bilingual services, working towards increasing public awareness and confidence in using Welsh with public institutions in South East Wales.

In our leadership role in Newport, we will have a conversation with partner organisations like Newport Live, sports organisations such as Newport Gwent Dragons and the Football Association of Wales, and other sectors about increasing the visibility of the Welsh language in Newport. We will consider how best to help community organisations to access translation services for the purpose of creating bilingual publicity materials in Newport, as the Welsh language standards only allow us to display bilingual materials.

#### **3.2 Using Welsh socially**

For a language to thrive it has to be used socially. Currently in Newport there are issues with learners not having the opportunity to socialise in Welsh and use the language outside the classroom, primarily due to the low number of Welsh speakers in the city. There are very few situations in which a person feels free to start a conversation in Welsh in Newport if they choose to.

Organisations like Menter Iaith Casnewydd promotes informal sessions, such as Siop a Siarad where people speak and practice their Welsh socially. The council will, over the next five years, take steps to map social activities available to adults, young people and children, and share information about the events online.

We will also take positive steps to promote the Welsh language within the community by partnership working and looking for funding opportunities available across organisations.

### **3.3 Using Welsh digitally**

As the council pushes to expand its online presence and encourage public engagement online, it is crucial that we ensure that the Welsh language is a fundamental part of this expanding provision.

Newport City Council is increasing use of multi-media platforms and is aware of the need to have a fully bilingual presence. The authority is already actively working to improve the bilingual functionality of our website, improving the services we offer to Welsh speakers.

We will work with partners to create original Welsh language materials, and look at any gaps in the provision of materials relevant to Newport and children and young people, and where we can contribute.

In adhering to the Welsh Language Standards the authority will play a role in creating demand for software which had a bilingual or multilingual capacity. This will contribute to creating a market is more positive about the Welsh language and conscious of the needs of bilingual organisations and Welsh speakers.

## Newport City Council 5 Year Welsh Language Strategy 2017-2022

### Action Plan

(Names and abbreviations of partner organisations are on page 18 below.)

<b>1 Increase the numbers of Welsh speakers</b>		
<b>Objective</b>	<b>Action</b>	<b>Council and potential partners</b>
<b>1.1 Language transition in families</b>	<p>1.1.1 Convene a group of to look at how best to promote Welsh language transition in families in Newport, targeting families and professionals</p> <p>1.1.2 Create and publish information to demonstrate the benefits of bilingualism</p>	<p>Education Services</p> <p>MIC, MYM, CiB, Education Services</p>
<b>1.2 Access to local Welsh language education</b>	<p>1.2.1 Develop a 'Learning, Playing and Working' in Welsh portal on the council's website as an access tool to all things Welsh in Newport</p> <p>1.2.2 Increase the number of Welsh medium childcare places and promote</p> <p>1.2.3 Identify any underrepresented groups in Welsh medium education and target promotional activities through a multi-agency communications campaign linked to the benefits of bilingualism information</p> <p>1.2.4 Maintain an immersion provision for latecomers, i.e. children who wish to join Welsh medium education after year 3</p> <p>1.2.5 Convene a group to look at how best to inform professionals about the benefits of bilingualism, and removing barriers in perception such as bilingualism or multilingualism as a barrier to child development</p> <p>1.2.6 Support the Welsh Government Siarter Iaith initiative in Welsh medium schools to encourage the use of Welsh in all aspects of life, and explore possibilities of rolling out to English medium schools in Newport</p>	<p>Education Services</p> <p>Education Services, Flying Start, MYM</p> <p>Education Services, Flying Start, MYM, MIC, SEWREC</p> <p>Education, the Welsh medium schools</p> <p>MIC, Yr Urdd, CiB, MIM</p> <p>Education, EAS</p>
<b>1.3 Welsh in Further and Higher Education- Bilingual Skills for all</b>	<p>1.3.1 Promote Welsh Medium as a natural post-16 or further education choice through the Learning, Playing and Working in Welsh portal and associated campaigns</p>	<p>Education, Coleg Gwent, Welsh Medium Schools</p>

	<p>1.3.2 Support the use of Welsh in the community and in English medium education through partnerships with the Welsh medium schools in Newport</p> <p>1.3.3 Convene a Group to look at partnership approaches to increase number of Welsh speaking teachers, early years practitioners, youth workers and care workers etc.</p>	<p>Education, the Welsh medium schools</p> <p>Education, the Welsh medium schools</p>
<p><b>1.4</b> <b>Access to Learning Welsh for Adults</b></p>	<p>1.4.1 Promote learning Welsh for adults through the Learning, Playing and Working in Welsh portal, and in the Newport City Council workplace, and with partners through the Public Service Board.</p>	<p>Coleg Gwent</p>

<b>2 Council Policy and Workforce Planning</b>		
<b>Objective</b>	<b>Action</b>	<b>Council and potential partners</b>
<p><b>2.1</b> <b>Mainstream the Welsh language in council policy</b></p>	<p>2.1.1 Normalise the Welsh language in council decision making through the use of Impact Assessments</p> <p>2.1.2 Share good practice on assessing the impact on the Welsh language with partners in the Public Services Board (PSB)</p> <p>2.1.3 Ensure that the Welsh language is an essential part of the Newport brand through the City Region, Newport City of Democracy, Great Western Cities and other regional initiatives etc.</p>	<p>All service areas</p> <p>NCC, PSB</p> <p>NCC, PSB</p>
<p><b>2.2</b> <b>Welsh in the council workforce</b></p>	<p>2.2.1 Promote staff engagement with the Welsh language through Welsh language awareness training and through a communications plan to normalise the use of accidental Welsh in the workplace</p> <p>2.2.2 Mainstream the planning of staff Welsh language skills through the council's Workforce Development Plan</p> <p>2.2.3 Design a training and development plan around staff with intermediate and advanced level Welsh language skills for each individual to have the opportunity to improve their skills</p>	<p>All service areas</p> <p>Human Resources</p> <p>Human Resources</p>

	2.2.4 Design a training and development plan around frontline staff for each individual to have the opportunity to develop their skills	Customer Services and Human Resources
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<b>3 Promote Welsh in all parts of life</b>		
<b>Objective</b>	<b>Action</b>	<b>Council and potential partners</b>
<b>3.1 Using Welsh as a citizen</b>	<p>3.1.1 To normalise the Welsh language in community events the council will consider giving partner and community organisations limited access to transition services for publicity materials</p> <p>3.1.2 Increase public confidence and make it normal for people to choose Welsh language services at Newport City Council by promoting Welsh language services</p> <p>3.1.3 Engage interested partner organisations in a conversation about increasing the visibility of the Welsh language in Newport e.g. the FAW, Gwent Dragons, Newport LIVE, the Transporter Bridge, attractions such as Newport Wetlands.</p>	<p>NCC</p> <p>NCC, MIC</p> <p>NCC and partners</p>
<b>3.2 Using Welsh socially</b>	<p>3.2.1 Convene a group to map the range of activities available in Welsh for children and young people across the range of providers. Look for opportunities to expand the provision though joint working, other funding opportunities etc. and promote widely.</p> <p>3.2.1. Make the Welsh language more visible in the City Centre, by identifying front line Welsh speakers and shops/ cafes where Welsh is spoken by staff and using the orange 'Cymraeg' logos.</p> <p>3.2.3 Investigate further use of Welsh language place names locally</p>	<p>NCC Play Development, MIC, Yr Urdd,</p> <p>NCC, MIC, Coleg Gwent, Friars Walk</p> <p>NCC, Welsh Language Commissioner Community Councils</p>
<b>3.3 Using Welsh digitally</b>	<p>3.3.1 Influence providers by committing only to buy only software and hardware systems etc. which facilitate language choice and Welsh language use</p> <p>3.3.2 Support any community initiatives to create and distribute Welsh language digital materials relevant to Newport, or materials which promote the use of Welsh in Newport, in order to make it relevant to people in Newport</p>	All service areas



## **Local Partners**

In order to achieve the objectives laid out in the action plan above we will need to work closely with relevant stakeholders across Newport. Newport City Council sees the following partners as key to fulfilling the authority's vision.

### **Menter Iaith Casnewydd (MIC)**

The main aim of Menter Iaith Casnewydd is to increase opportunities for people of all ages and backgrounds to use or learn the Welsh language within their local community. Menter Iaith have developed a number of innovative projects around the local authority area which help stimulate community development around the Welsh language.

### **The Urdd**

The Urdd, as a Welsh medium youth organisation, is focused on giving young people the opportunity to develop as well rounded individuals. Within Newport, the Urdd works closely with our Welsh medium schools, offering a range of activities to pupils throughout the year. The Urdd is the principle organiser of the annual Eisteddfod, but also organises residential and sporting activities for young people.

### **Fforwm Iaith / Welsh Language Forum**

Fforwm Iaith Casnewydd is made up a range of key stakeholders from across the public and voluntary sectors. The group aims to create a forum for partnership working and the dissemination of good practice. The forum was used by Newport City Council as a focus group to discuss this strategy, and many of their constructive comments have been worked into this final version.

### **Coleg Gwent**

Coleg Gwent is Newport's only FE college and the main provider of adult Welsh medium education within the county. Newport City Council works in partnership with the college to deliver our Welsh language classes, and we will likely look to the body to develop other more bespoke classes aimed at our intermediate and advanced Welsh speakers in the future.

### **Mudiad Meithrin (MYM)**

Mudiad Meithrin is a voluntary organisation and the main provider of Welsh Medium early years care and education in the voluntary sector in Wales. Its aim is to give every young child in Wales the opportunity to benefit from early years and education experiences. The organisation employs 200 staff nationally, and an additional 1500 staff work in Cylchoedd Meithrin (Welsh Medium playgroups) throughout Wales.

### **Cymraeg i Blant (CiB)**

Cymraeg i Blant are a new project funded by Welsh Government and coordinated by Mudiad Meithrin. The project focuses on increasing the number of nursery age children that are able to speak Welsh. It shares information, advice and offers support to parents on the benefits of bilingualism, the importance of introducing Welsh to children as early as possible and the advantages of Welsh medium education.

## **Engagement**

Consultation on the Strategy took place from 30 October to 31<sup>st</sup> of January 2017 Newport City Council closed the consultation on the Council's draft 5 Year Welsh Language Strategy. This consultation was carried out using a mixture of face-to-face and online consultations with the former being hosted on Newport City Council's website and promoted via Newport City Council's Twitter and Facebook pages.

The online consultation received 99 total responses and asked respondents a series of yes-no questions regarding whether they supported/agreed with the vision and themes of the strategy. The consultation then provided them with an opportunity to expand on their answers and give more qualitative responses.

Two face-to-face consultation events were conducted with Newport City Council's Welsh Language Implementation Group and Forum Iaith Casnewydd. The former is made up of Welsh Language representatives from various service areas across the local authority who are supporting the implementation of Welsh language standards in their respective areas. The latter group is made up of various key stakeholders who promote the Welsh language including Menter Iaith Casnewydd, the Urdd, the 4 local Welsh medium schools' head teachers, Coleg Gwent, Aneurin Bevan Health Board, Mudiad Ysgolion Meithrin, and a number of other local Welsh language social groups.

Members were given the opportunity to attend two consultation events, or attend individual meetings.

The consultation responses informed this Strategy and action plan. Respondents told us of the need to be inclusive in promoting the language across communities, to create more Welsh speaking opportunities and in the need to normalise the language around Newport.

## **Governance**

Certain governance arrangements are already in place for implementing the Welsh Education Strategic Plan (the WESP) through the Newport Welsh Education Forum and for implementing the Welsh Language Standards. Governance arrangements will be put in place for this Strategy for an initial period. We will review these arrangements to mainstream them within the governance arrangements for the council's Wellbeing Objectives in 2017, and the Public Service Board's Wellbeing Plan in 2018.

## **Implementation and Review**

This Strategy includes themes, objectives and actions. Many of those actions will be the responsibility of Newport City Council but some will be for other organisations or for us in partnership, and as such will have to be agreed with them. Cabinet receive an annual report on Welsh Language progress.

## **Evaluation**

In line with Welsh language standards we produce an Annual Report each year. Five years after publishing a strategy we will assess to what extent we have followed that strategy and have reached the target set by it. It will contain the following information, to the best available information:

- (i) the number of Welsh speakers in your area, and the age of those speakers;
- (ii) a list of the activities arranged or funded during the previous 5 years in order to promote the use of the Welsh language.

## References

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Welsh Government (2016) *Pupil Level Annual School Census (PLASC)*

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# Report

## Cabinet Meeting

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### Part 1

Date: 20 March 2017

Item No: Please see above

**Subject** Education Achievement Service (EAS) Business Plan 2017-2020

**Purpose** To agree the Education Achievement Service Business Plan 2017-2020 and the Newport specific Annex 2017-2018

**Author** Debbie Hartevelde, Managing Director, Education Achievement Service (EAS)

**Ward** All

**Summary** This report presents the South East Wales EAS Business Plan 2017-2020. The plan sets out the priorities, programmes and outcomes to be achieved by the Education Achievement Service on behalf of the South East Wales Consortium.

The report also focuses upon the expected outcomes in Newport and the specific programmes that will be implemented during 2017-2018, these are contained in the Local Authority (LA) Annex.

**Proposal** Members are requested to:

- Note the priorities contained within the Business Plan and the Annex; and
- Consider the impact of the plan for communities within its local authority area;

**Action by** The Education Achievement Service in partnership with the LA

**Timetable** The Business Plan and related LA Annex will commence from April 1<sup>st</sup> 2017

This report was prepared after consultation with:

- James Harris (Chief Education Officer)
- Sarah Morgan (Deputy Chief Education Officer)
- Cllr. Gail Giles (Cabinet Member for Education)

**Signed**

## 1. Background

- 1.1. The South East Wales Consortium is required to submit to the Welsh Government a three-year Business Plan that will be updated annually. This is the fourth iteration of the plan first submitted in 2013. This plan covers the period 2017-2020. The LA Annex covers 2017-2018 and is focused upon the specific areas that require improvement within Newport schools.
- 1.2. Although this is a regional plan the EAS has continued to strengthen systems and processes to continue to improve pupil outcomes as a result of ongoing evaluation and the slow progress noted particularly in 2016. For example: Strengthening quality assurance processes around progress towards target submissions, the realignment of the work of secondary subject specialist for English, Welsh and maths in the delivery of bespoke support packages to schools based upon need and the introduction of a strategy for raising aspiration for more able learners.
- 1.3. This Business Plan sets out the overall targets to be achieved by the EAS working in partnership with the five local authorities. These outcomes are based on an analysis of pupil level data and a sound judgement of what should be achieved over the lifetime of the plan. The programmes of work to achieve these outcomes are set out in detail for 2017-18 and will be reviewed for future years. The targets for schools in Newport are contained within the LA Annex.
- 1.4. The Business Plan sets out the overall priorities for the South East region and in addition an Annex that focuses in particular on the priorities and programmes for Newport. All Amber and Red schools are noted in the Annex and are subject to regular scrutiny of progress at Intervention and Education Improvement Board (EIB) meetings. In addition, all schools in Newport are in receipt of bespoke support packages based on school needs. These have been discussed with senior LA Officers and the Cabinet Member for Education prior to submission. A half yearly review of progress towards the Newport Annex will be provided in November 2017.
- 1.5. The South East Wales EAS Business Plan sets out the following priorities:
  - To raise aspiration, to improve pupil outcomes and reduce variance across schools and LAs, to improve the quality of teaching and leadership and accelerate the progress of those schools in amber and red support categories;
  - To implement a regional strategy and Professional Learning Offer that is focused on improving the wellbeing and accelerating outcomes for learners, particularly those facing the challenges of poverty;
  - To implement a regional strategy and Professional Learning Offer (including Governor Development) that covers all the required milestones to improve the capacity and quality of teaching and leadership across the region;
  - To refine the Regional Strategy for Literacy (English and Welsh) and Numeracy in collaboration with key partners to accelerate outcomes at all key stages;
  - To lead, support and appropriately challenge schools to implement the Successful Futures agenda and changes to non-core GSCE specifications; and
  - To rationalise the Regional Model for the delivery of the Self-Improving System.

1.6. The Business Plan has been aligned to the following policies;

- Qualified for Life - the national Education Improvement Strategy (2014)
- Successful Futures - the review of curriculum and assessment (2015)
- Teaching tomorrow's teachers - Options for the future of initial teacher education in Wales (2015)
- Children and Families (Wales) Measure 2010
- Child Poverty Strategy for Wales
- Welsh Government's Welsh-medium Education Strategy

1.7. This plan must be endorsed by Cabinet and annual updates on progress will be provided for Members.

## 2. Financial Summary

2.1. Financial arrangements for the indicative core funding to the EAS from Newport City Council for 2017-2018 is £849,917 (this represents a 3% efficiency saving on the previous contribution in 2016-2017).

The exact detail of this is noted below:

EAS 'As Is' Model Aug 2012 *	2012/13	2013/14	2014/15 (funding levels set by WG, based on RSG formula to LA)	2015/16	2016/17	2017/18 3% Cut to Core	% Movement since 11/12 to 17/18
-----All % reduction to core are based on the previous year's contribution-----							
1,095,407	926,421	926,421	934,254	902,489	875,415	849,917	<b>-22%</b>

## 3. Risks

3.1. A detailed risk register is a supporting document to the Business Plan and is available on the EAS website.

3.2. Changes in curriculum specifications at KS4 this year are very likely to impact upon pupil outcomes for Year 11 in 2017. There is a high degree of uncertainty within the system with grade boundaries for individual subjects being unknown, new GCSE (numeracy, Science) and changes to the overall performance measures. This makes it difficult for direct comparisons to be made with previous KS4 pupil outcomes.

## 4. Consultation

4.1. The EAS Business Plan has been developed in consultation with a wide range of key stakeholders, feedback has informed the final version of the plan:

- Education Achievement Service staff
- South East Wales Directors / Chief Education Officers and Diocesan Directors
- Joint Executive Group
- Education Achievement Service Company Board
- Education Achievement Service Audit and Risk Assurance Committee
- Circulated to individual Local Authority Education Scrutiny Committees
- Regional Headteacher Strategy Group
- Regional Governor Strategy Group
- Regional Youth Forum

## **5. Background Papers**

5.1. EAS Business Plan 2017-2020

5.2. Local Authority Annex 2017-2018

## **6. Links to Council Policies and Priorities**

The EAS Business Plan is a key driver of the Councils Improvement Plan and the Education Service Plan

### **Well-being of Future Generations (Wales) Act 2015:**

All local authorities have a duty to strive to develop a “Prosperous Wales” by developing “skilled and well-educated population in an economy which generates wealth and provides employment opportunities.” Furthermore, regardless of the socio-economic demographic of an individual school community, all schools will be challenged and supported to improve pupil attainment with a view to create “more equal wales” that enables pupils to fulfil their potential no matter what their background or circumstances.

### **Options Available:**

To note the report and consider any issues arising that cabinet may wish to draw to the attention of the Chief Education Officer or the Cabinet Member for Education and Young People

**Preferred Option and Why:** N/A

### **Comments of Chief Financial Officer**

Newport’s contribution to the EAS in 2016/17 was £875,415. The indicative figure of £849,917 for 2017/18 is accounted for in Education’s budget and represents a 3% saving on 16/17 contribution. The contribution rates to the EAS by all partner authorities are under constant review and discussed with the EAS. Apart from the normal governance process operated between the EAS and partner authorities, the EAS Company Secretary meets on a regular basis with regional finance colleagues to update on the financial performance of the service in order that any potential issues financially with the service can be reported back to S151 Officers for appropriate actions and considerations



## **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report. The EAS Business Plan reflects national priorities and standards for educational improvements. Cabinet are not required to formally approve the Business Plan as this is an EAS strategic document which has been approved at Board level by the Joint Executive Group, following consultation with key stakeholders.

## **Staffing Implications: Comments of Head of People and Business Change**

The report details the EAS strategic plan and as such, there are no specific staffing implications. The report rightly highlights the requirements on Local Authorities detailed within the Wellbeing of Future Generations Act and also a requirement for the EAS to support the priorities for Newport in relation to educational attainment.

## **Comments of Cabinet Member**

I fully support the EAS Business Plan 2017-2020 which has been co-constructed with LAs, schools, Governing Bodies and the Joint Executive Group. This is an ambitious plan which is expected to raise attainment in the priority areas of Key Stage 3 and 4 and maintain our high standards achieved in Foundation Phase and Key Stage 2. Pupils disadvantaged by poverty continue to be a national and local focus, ensuring that all of our learners have equal opportunities and access to further education, employment and training.

**Local issues:** N/A

### **Scrutiny Committees:**

This report will be reported to Scrutiny (for information only) on March 22<sup>nd</sup> 2017.

Dated: 27th February 2017

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# Business Plan 2017 – 2020



The Education Achievement Service Business Plan has been through a thorough consultation process prior to agreeing the final version. The list of consultees is listed below:

- Education Achievement Service staff
- SEWC Directors and Diocesan Directors
- Joint Executive Group
- Education Achievement Service Company Board
- Education Achievement Service Audit and Risk Assurance Committee
- Individual Local Authority Education Scrutiny Committees
- Regional Headteacher Strategy Group
- Regional Governor Strategy Group
- Regional Youth Forum

This Business Plan is the regional strategic plan for accelerating educational outcomes during 2017-2018. It has been agreed by each Local Authority Director of Education / Chief Education Officer, the Joint Executive Group and the Company Board:

<p><b>Cllr R Jeavons</b> Chair of Education Achievement Service Company Board</p>	
<p><b>Cllr G Giles</b> Chair of Joint Executive Group</p>	
<p><b>Mr D McChrystal</b> Lead Director on behalf of South East Wales Directors Group</p>	
<p><b>Ms D Harteveld</b> Managing Director, Education Achievement Service</p>	

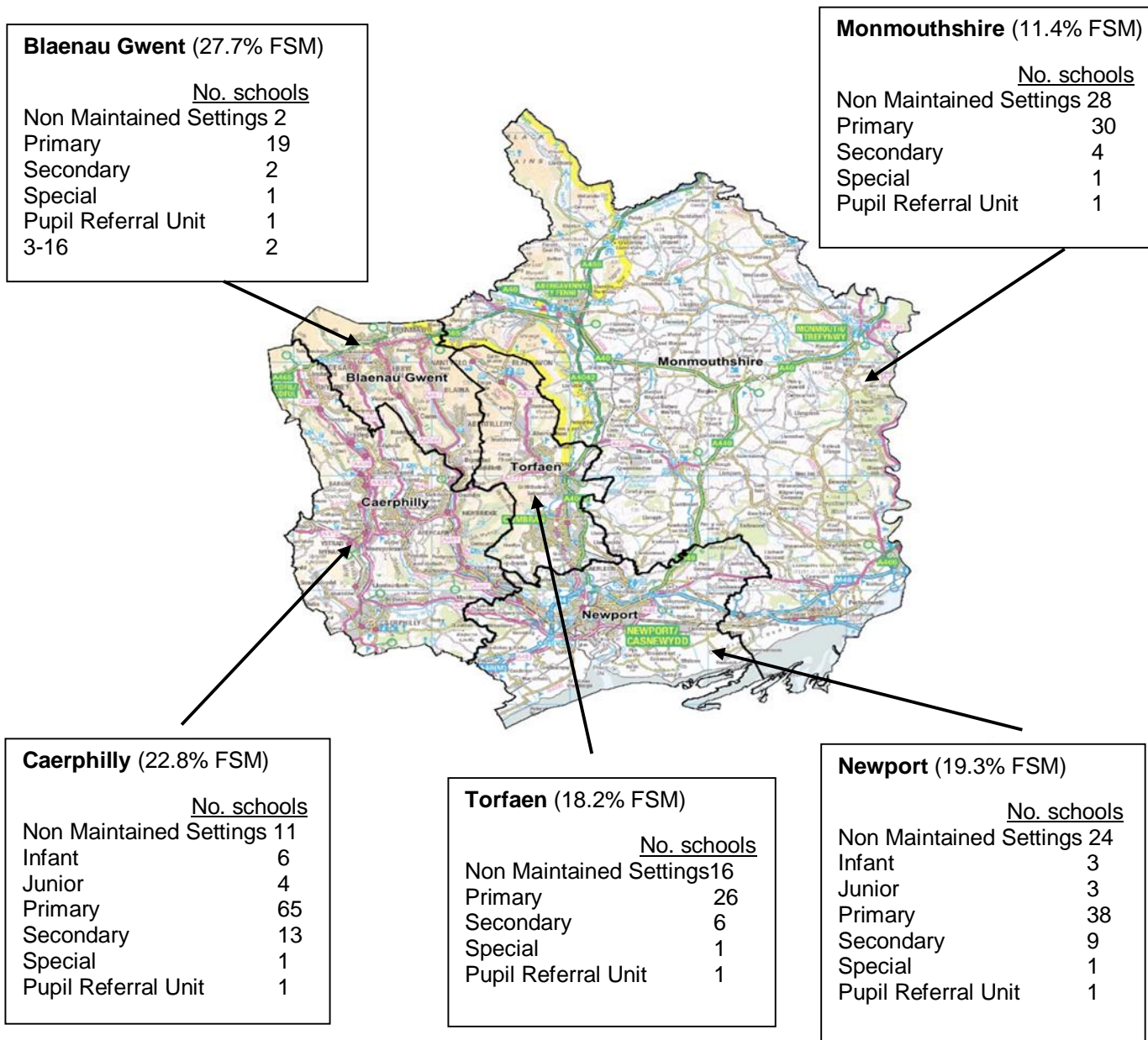
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# 1. Regional Context

The EAS is the school improvement service for the five LAs in South East Wales (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen). The number of pupils of compulsory school age in 2016 was 70,642. This represents 19% of all pupils in Wales. There are 238 maintained schools in the region, 15% of all maintained schools in Wales (PLASC, 2016). The percentage of pupils of compulsory school age who are eligible for free school meals is 20.1%, which is higher than the national figure of 18.4%. This level of eligibility is the highest of the four regional consortia (PLASC, 2016). In the region, 10% of people aged three and over say that they can speak Welsh compared to the Wales average of 19% (2011 Census, ONS). As of 30 September 2016, ethnic minorities account for 4.5% of the population in the region and this is similar to the Wales average (4.6%). As of July 2016, 777 children in the region are looked after by a local authority and attend a school in the region. This represents 14% of looked-after children in Wales.



## 2. Introduction

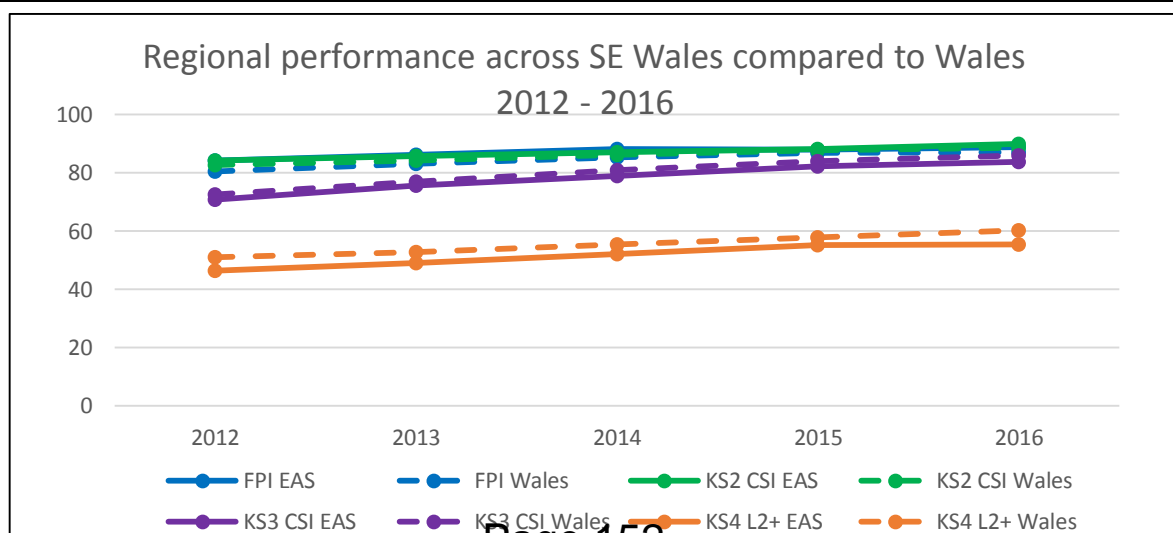
This Business Plan (2017-2020) outlines the programme of work that is required to accelerate outcomes for children and young people across all schools in South East Wales. The plan focuses on the urgent need to raise aspiration and accelerate improvement in pupil outcomes, improve the quality of teaching and leadership and build a self-improving system within and across schools. The rapid improvements that are required will need a strong commitment of partnership working to be successful. The EAS self-evaluation process has identified progress made in previous years, but most importantly the areas that require improvement across the region this academic year. These are noted in the summaries and graphs below:

Outcomes	
Improvement 2016-2017	Areas requiring improvement
<ul style="list-style-type: none"> <li>Teacher Assessment outcomes at the end of Foundation Phase and Key Stage 2 (KS2) remain above the national average. Teacher Assessment outcomes at the end of Key Stage 3 (KS3) are adequate.</li> <li>The FSM / non-FSM gap has decreased across the region since 2015 at Foundation Phase (FP), KS2 and KS3.</li> <li>There is a regional four-year improving trend in Level 2 inclusive of English / Welsh and mathematics.</li> <li>Key Stage 4 (KS4) FSM performance shows a slight improvement resulting in a narrowing of the gap between FSM and non-FSM pupils.</li> <li>The number of schools with fewer than 40% of pupils achieving the Level 2+ has reduced from twelve in 2012 to one in 2016.</li> <li>Performance at the Level 3 threshold in Key Stage 5 (KS5) in 2016 has improved by 2% to 97.6%.</li> </ul>	<ul style="list-style-type: none"> <li>Accelerate improvement at KS4, particularly the Level 2+, at least in line with the rate of progress across Wales and other regions, and bring more schools in line with WG modelled expectations.</li> <li>Improve FSM outcomes, particularly at KS4 in identified schools and Local Authorities (LAs) where progress has been too variable and too slow.</li> <li>Raise expectation and secure improvements for more able learners across all phases, particularly at KS4 and KS5.</li> <li>Secure further improvement against the Level 1 threshold and Capped Point Score.</li> <li>Improve the accuracy of teacher assessment in a few identified schools.</li> <li>Improve National Test outcomes.</li> <li>Work with LAs to improve attendance and reduce exclusions across the region where this is an area of concern.</li> </ul>
Provision	
Improvement 2016-2017	Areas requiring improvement
<ul style="list-style-type: none"> <li>National Categorisation and the Regional Intervention Framework have been applied consistently.</li> <li>Education Improvement Board (EIB) meetings have helped to address barriers to improvement in amber and identified yellow schools.</li> <li>The quality and range of data from pupil level up that the consortium now uses is improving.</li> <li>There is a clear and coherent regional strategy for the self-improving system.</li> <li>The EAS provides strong support for the implementation of new curriculum specifications at KS4, Welsh BaccaLaureate and Successful Futures.</li> <li>Challenge advisers monitor diligently schools' plans for their use of the Pupil Deprivation Grant (PDG).</li> <li>The introduction of the 'Seren' project to raise aspirations at KS5 has played a role in securing improved regional KS5 outcomes at A/A* in 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the rigour and accuracy in target setting, using pupils' prior performance to increase aspiration.</li> <li>Improve the quality assurance and validation of progress towards targets to avoid the unexpected dips in performance that were experienced in 2016 in a few schools.</li> <li>Continue to use bespoke support packages, to secure improvements in the quality of teaching, learning and leadership, particularly in the secondary phase.</li> <li>Continue to improve the provision for Welsh.</li> <li>Embed the Regional Self-Improving System and further develop the role of clusters to take a collective ownership of pupil outcomes, quality of teaching and leadership.</li> <li>Improve the training available to school leaders to ensure that the effective allocation, monitoring and impact of Pupil Deprivation Grant (PDG) funding on pupil outcomes.</li> </ul>

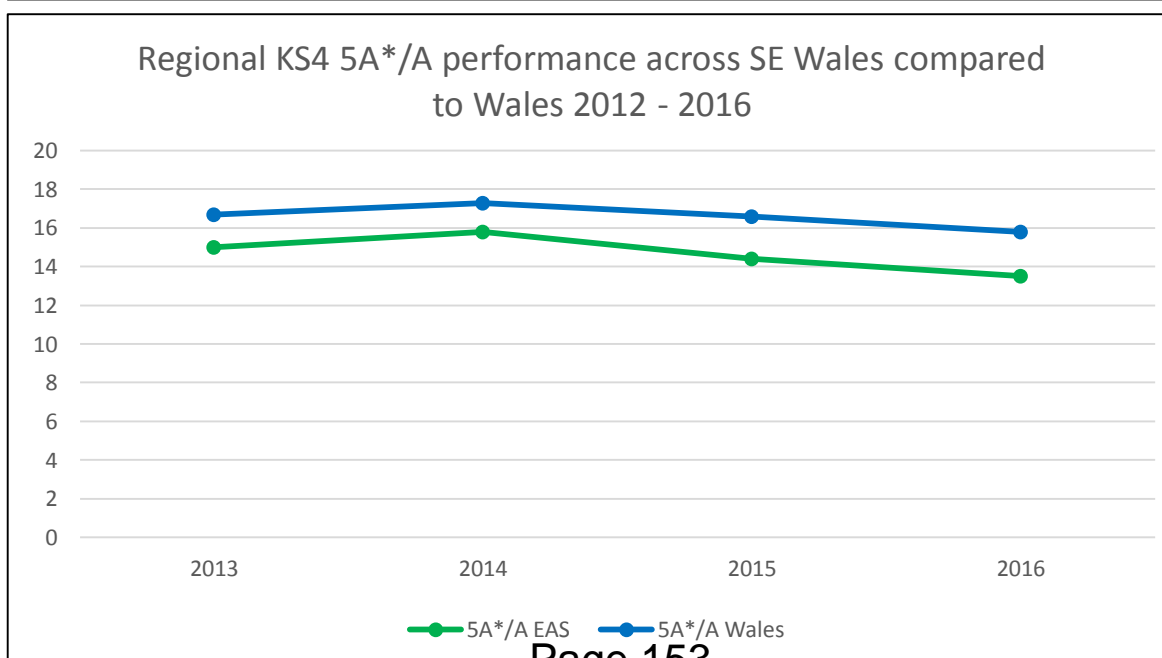
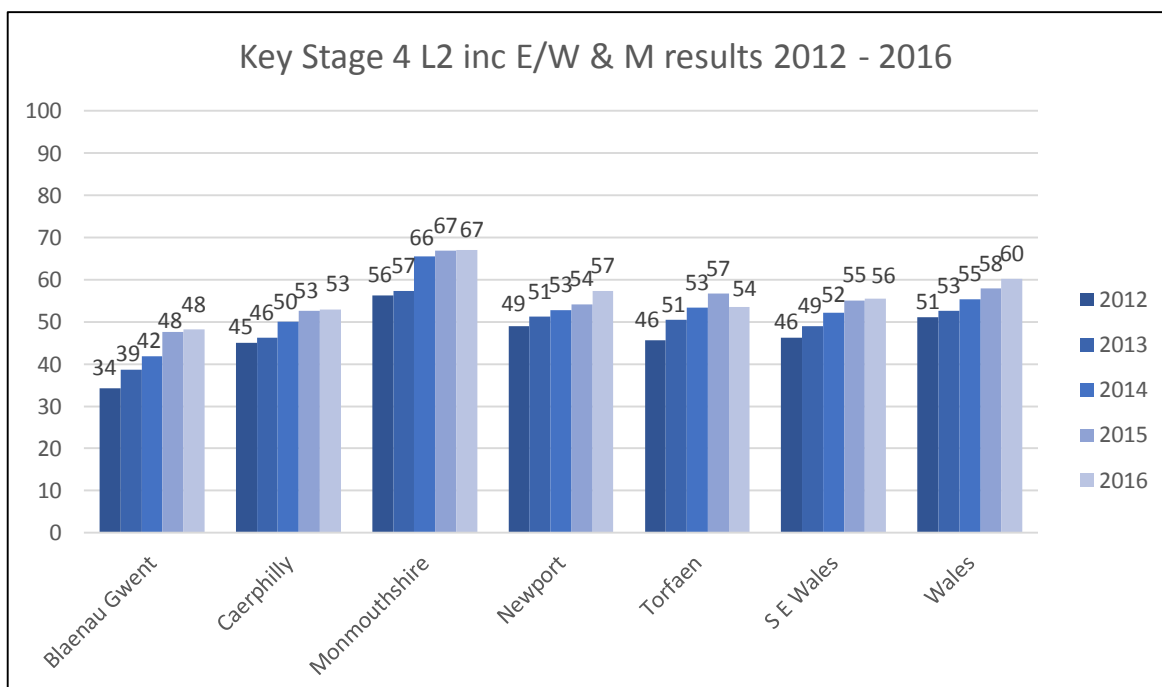
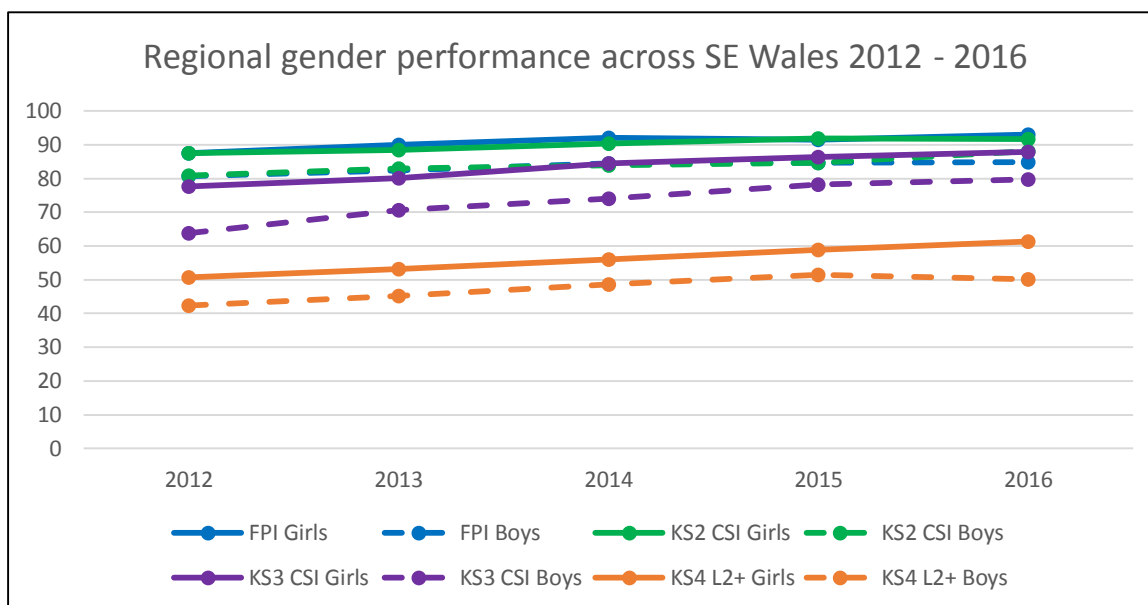
<ul style="list-style-type: none"> <li>• There are good arrangements to identify the development needs of governors.</li> <li>• Specialist human resources support has enhanced the provision that is already in place in LAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Following the revision of the Leadership Offer, embed newly developed programmes.</li> <li>• Continue to work collaboratively with LAs and all Post-16 providers to secure effective provision.</li> <li>• Further develop joint working with LAs to improve the use of data to include all vulnerable learners, attendance and exclusion.</li> </ul>
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### Leadership

Improvement 2016-2017	Areas requiring improvement
<ul style="list-style-type: none"> <li>• The Business Plan sets out the regional strategic vision, aims and priorities aligned closely to Welsh Government (WG) guidance and key national, regional and local priorities.</li> <li>• Self-evaluation and improvement planning processes are becoming increasingly accurate, evaluative and balanced. The service-wide FADE process is a useful self-evaluation tool to shape and, where appropriate, re-focus resources and approaches.</li> <li>• Strategic leadership and management is good with a clearer governance and communication structure, which is increasingly effective and understood.</li> <li>• The Company Board has taken difficult decisions to ensure that Business Plan priorities have been followed.</li> <li>• School strategic partnerships are good and continue to improve.</li> <li>• The EAS engages effectively with Diocesan authorities. They are formally involved in the governance arrangements.</li> <li>• There is effective working with each LA and the EAS in relation to schools causing concern.</li> <li>• Where warning notices have been issued in LAs linked to standards, most schools have improved their performance.</li> <li>• There are sound financial processes in place.</li> <li>• Appropriate partnerships with other consortia have been forged with the main aims to improve provision and to raise standards for learners across the region.</li> </ul>	<ul style="list-style-type: none"> <li>• To work with LAs to develop a Risk Register to monitor more closely the performance of vulnerable schools, and to develop a more consistent approach to the use of statutory powers across the region.</li> <li>• Continue to build upon and strengthen the impact of the governance arrangements on the work of the service.</li> <li>• Embed service-wide performance management and quality assurance processes.</li> <li>• Improve the use of a wider set of data to inform service priorities and success criteria.</li> <li>• Embed the self-evaluation and risk management processes.</li> <li>• To further refine the partnerships and contracts that the region has to ensure that roles and responsibilities are clearly defined and that they are having the appropriate impact on outcomes.</li> <li>• Produce a written Workforce Strategy.</li> <li>• To fully support and contribute to the regional work streams with LAs to share best practice, join up work more fully between wider services and to realise economies of scale.</li> <li>• To further accelerate cross regional working to facilitate the sharing of practice between consortia.</li> </ul>







### 3. Business Plan (2017-2018) Objectives

This Business Plan focuses upon the actions that are required to accelerate improvement across the region. Whilst this plan is regional, the bespoke approach at school level and through each individual LA Annex enables all nuances in need to be addressed. The actions contained within the plan align with the Welsh Government strategic document 'Qualified for Life' (sections 1-6). Further details on delivery can be found in the 'Detailed Delivery Document' and the 'Professional Learning Offer 2017-2018'.

Qualified for Life Priority	Strategic Actions	Success Criteria <i>(These are in addition to the pupil targets at regional and LA level on Pages 15-17)</i>
1. Support for School Improvement	<p><b>To raise aspiration, to improve pupil outcomes and reduce variance across schools and LAs, to improve the quality of teaching and leadership and accelerate the progress of those schools in amber and red support categories by:</b></p> <ul style="list-style-type: none"> <li>Ensuring that all schools and settings receive high quality, bespoke support in line with their needs to accelerate progress and improve outcomes.</li> <li>Working with LAs to develop a more consistent approach with schools causing concern and with the use of statutory powers to accelerate progress.</li> <li>Supporting clusters of schools to build capacity, take collective ownership of outcomes and to improve the quality of teaching and learning, particularly between KS2 and KS3.</li> <li>Reviewing the quality of provision at KS3 across the region and providing support to accelerate improvement as appropriate.</li> <li>Implementing earlier target setting process at KS4.</li> <li>Supporting and challenging school level planning documents, including grant spending plans, to ensure that maximum progress is made by all vulnerable groups of learners at all key stages.</li> <li>Supporting school leaders to deal effectively with underperformance of staff.</li> <li>Providing a regional strategy for the delivery of the Foundation Phase and continuing to support and challenge non-maintained settings effectively to improve outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>There will be a more consistent use of statutory powers for schools causing concern across the region.</li> <li>All schools, including non-maintained settings, will make at least strong progress against their bespoke support plans.</li> <li>Categorisation evidences that schools require reduced support levels over time: &lt;45% of secondary schools will require amber or red levels of support by 2018; &lt;10% of primary schools will require amber or red levels of support by 2018.</li> <li>The majority of secondary schools will be above or at least in line with WG 2b modelled expectations for L2+.</li> <li>&gt;50% of secondary schools will be within 5% of their latest progress towards target submission for the L2+.</li> <li>The number of schools placed in or that remain in Estyn statutory categories will reduce from 6 (5 in SI and 1 in SM) in 2015-2016 to &lt;5 in 2016-2017 and &lt;3 in 2017-2018.</li> <li>Most secondary schools will make at least good progress against identified recommendations following KS3 reviews.</li> <li>Most PDG plans meet requirements and focus appropriately on improving outcomes for vulnerable learners. Many are based on practices that have been proven to improve outcomes.</li> <li>The Regional More Able Strategy will be understood and implemented over a two-year period by all stakeholders leading to improved outcomes for learners.</li> </ul>
2. Pupil Well-being and Equity in Education	<p><b>To implement a regional strategy and Professional Learning Offer that is focused on improving the well-being and accelerating outcomes for learners,</b></p>	<ul style="list-style-type: none"> <li>Outcomes for pupils faced with the challenges of poverty accelerate at each key stage across the region and the gap between FSM and non-FSM</li> </ul>

	<p><b>particularly those facing the challenges of poverty by:</b></p> <ul style="list-style-type: none"> <li>Supporting and challenging the use of evidence-based approaches to teaching (e.g. Sutton Trust Teaching and Learning Toolkit) to improve the allocation and impact of the PDG to accelerate outcomes of vulnerable learners.</li> <li>Working with key partners to identify the most effective means of measuring well-being to accelerate the performance of all vulnerable learners.</li> <li>Refining the support mechanisms to support Looked After Children (LAC) to a cluster-based model.</li> <li>Support LAs in accelerating attendance and reducing exclusions across all schools by providing support to middle leaders in school who have this responsibility.</li> </ul>	<p>learners will decrease, particularly at KS4 (see targets for 2017).</p> <ul style="list-style-type: none"> <li>Analysis indicates that PDG has been allocated effectively in most schools and is having a positive effective on outcomes for vulnerable groups.</li> <li>Impact from the Professional Learning Offer to address well-being indicates positive impact at school level.</li> <li>The use of a cluster approach to address the needs of vulnerable learners has been adopted in a minority of schools in 2017.</li> <li>The progress of LAC accelerates across the region.</li> <li>Attendance rates improve in line with schools and LA targets.</li> <li>The rates of exclusions reduce in risk schools.</li> </ul>
<p>3. Professional Learning:  Pedagogy and Leadership</p>	<p><b>To implement a regional strategy and Professional Learning Offer (including Governor Development) that covers all the required milestones to improve the capacity and quality of teaching and leadership across the region by:</b></p> <ul style="list-style-type: none"> <li>Developing strategies that attract, retain and build the capacity of high quality school leaders and teachers in the region.</li> <li>Engaging in the development of Initial Teacher Education (ITE) and introducing Phase 1 (Welsh medium) of a re-designed Graduate Teacher Programme (GTP) to ensure that effective teachers are trained and remain within the region.</li> <li>Refining the Professional Learning Offer for supply teachers and support staff to ensure that there is a well-trained workforce in schools.</li> <li>Updating the Excellence in Teaching and Leadership guidance to incorporate well-being, curriculum, learner voice and the revised WG Professional Standards.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements in the quality of teaching and leadership will be evidenced through Estyn outcomes and an improvement in Step 2 categorisations during 2017-2018. Primary Step 2 categorisations will improve. &gt;35% will be an A for Step 2 Secondary Step 2 categorisations will improve. &gt;65% of schools will be an A or a B for Step 2</li> <li>The number of Excellent judgements given by Estyn for provision and leadership will increase over the next 2 years at least in line with national outcomes.</li> <li>Effective links will be established with ITE providers enabling the region to shape future delivery models.</li> <li>Increasing capacity in the GTP programme by at least 10% in the priority area of Welsh medium (Phase 1) will begin to reduce recruitment concerns.</li> <li>Most schools where middle leaders attend training will demonstrate improved outcomes in key performance indicators 12 months after their exit from the programme.</li> </ul>
<p>4. Curriculum and Assessment:  Literacy (English and Welsh) and numeracy and science</p>	<p><b>To refine the Regional Strategy for literacy (English and Welsh) and numeracy in collaboration with key partners to accelerate outcomes at all key stages by:</b></p> <ul style="list-style-type: none"> <li>Refining the bespoke support to schools and the Professional Learning Offer to improve the quality of leadership and teaching of literacy, numeracy across all key stages and non-maintained settings.</li> </ul>	<ul style="list-style-type: none"> <li>The Regional Literacy / Numeracy Strategy and assessment strategies will be understood and implemented over a two-year period by all stakeholders.</li> <li>Most English / Welsh / Mathematics departments that receive bespoke support demonstrate at least strong</li> </ul>

	<ul style="list-style-type: none"> <li>Supporting and challenging teacher assessment and moderation processes.</li> <li>Leading on the regional strategy for Welsh language development in close collaboration with LAs.</li> </ul> <p>Provide support for the GCSE specifications in English, Welsh, mathematics, numeracy and science to improve the quality of teaching and learning and accelerate outcomes at KS3 and KS4.</p> <p>Implement strategies from the National Networks for Excellence in Mathematics (NNEC) and Science (NNES) to improve the quality of teaching and leadership.</p>	<p>improvements in teaching and leadership at both key stages.</p> <ul style="list-style-type: none"> <li>Teaching schools for key curriculum areas and departments are used effectively to accelerate progress in identified schools at all key stages.</li> <li>Most schools make at least strong progress towards embedding the Welsh Language Charter.</li> </ul>
<p>5. Curriculum and Pedagogy:</p> <p>Wider Curriculum and Pioneer Development</p>	<p><b>To lead, support and appropriately challenge schools to implement the Successful Futures agenda and changes to non-core GCSE specifications by:</b></p> <ul style="list-style-type: none"> <li>Refining the Professional Learning Offer to improve the quality of leadership and teaching of non-core subjects and Welsh Baccalaureate at KS3 and KS4.</li> <li>Supporting schools with the tracking of non-core subjects.</li> <li>Schools continue to embed the Digital Competence Framework.</li> <li>Curriculum Hubs for Welsh Baccalaureate and non-core GCSE subjects established in all areas, providing support and guidance for schools with the new GCSE specifications.</li> <li>A robust regional support programme provided for Pioneers and partner schools through a cluster model of delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Most schools are in a strong position to deliver the Digital Competence Framework by September 2018.</li> <li>Most schools will be fully informed of curriculum changes and developments as they arise.</li> <li>The cluster model for dissemination and development activity will be effective.</li> <li>Nominated 'Teaching Schools' for key curriculum non-core departments are used effectively to accelerate progress in identified schools at all key stages.</li> <li>Most schools involved in the Global Futures programme will evidence an increase in learners studying modern foreign languages at KS4.</li> </ul>
<p>6. The Self-Improving System (SIS)</p>	<p><b>Rationalise the Regional Model for the delivery of the Self-Improving System so that:</b></p> <ul style="list-style-type: none"> <li>It has a sharper focus upon the improvement of the quality of teaching and leadership and meeting the needs of all learners.</li> <li>All networks of professional practice have a clear focus, expected impact measures and where appropriate is based upon outcomes of research.</li> <li>The school cluster model becomes the 'anchor' for professional practice and capacity building.</li> <li>All schools and clusters grow as learning organisations.</li> <li>Collaborative working arrangements support the wider Federation agenda.</li> <li>Research through HEIs and other institutions is commissioned and regard is given to outcomes to shape future planning.</li> </ul>	<ul style="list-style-type: none"> <li>The regional strategy for the self-improving system is understood by all stakeholders.</li> <li>Impact reports from clusters demonstrate improvements in provision and leadership in 2017 at individual school level, this is evidenced through improvements in outcomes and categorisation.</li> <li>There is evidence that is based upon research and captured through FADE that school to school activity and networks of professional practice are having a positive impact on pupil outcomes, quality of teaching and leadership, particularly at the point of transition.</li> <li>Research outcomes are used effectively to shape future regional delivery.</li> </ul>



<p>7. Wider Regional and EAS Company Developments</p>	<p><b>To improve consistency in the quality of evaluation of school improvement activities throughout the service by:</b></p> <ul style="list-style-type: none"> <li>Using of a wider range of performance indicators at school and regional level to ensure that the progress of all groups of learners is challenged and supported.</li> <li>Embedding the risk management and processes for reporting on value for money.</li> <li>Embedding the use of the FADE process.</li> </ul> <p><b>To improve the efficiency and effectiveness of the EAS by:</b></p> <ul style="list-style-type: none"> <li>Ensuring that the Company remains compliant with Company and HR Law.</li> <li>Ensuring that governance and accountability structures are robust and that roles and responsibilities between the LA and the EAS remain clear.</li> <li>Reviewing workforce requirements.</li> <li>Learning from the other regions and sharing best practice in approaches to accelerating pupil outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>At least good progress will be made in addressing all Estyn / WAO recommendations.</li> <li>The Company remains compliant with Company and HR Law.</li> <li>The governance and accountability structures are robust and roles and responsibilities between the LA and the EAS remain clear.</li> <li>Collaboration and learning from other regions demonstrates an impact as evidenced in the Cross Regional Plan.</li> </ul>
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### 3.1. Business Plan process

The EAS has procedures for self-evaluation and planning for improvement that are systematic, responsive and flexible, and provide the service with a platform from which to refine school improvement services to become more effective and efficient.



The half-yearly review of progress towards Service Area Plans in November 2016 indicated that almost all service areas demonstrated at least satisfactory progress towards meeting the objectives at that point in the year. Effective procedures for monitoring, challenge, support and intervention that are differentiated by need are in place. These procedures are underpinned by effective systems that, when implemented consistently, will ensure the impact required to accelerate improved pupil outcomes.

This Business Plan will be reviewed on a half-yearly basis and will be reported through the agreed governance arrangements. In addition, interim progress checks will be completed through the FADE approach. The Business Plan incorporates actions to address the recommendations of the Estyn / Wales Audit Office Inspection, 'A report on the quality of the school improvement services provided by the EAS Consortium' May 2016:

R1: Consider the use of a wider range of performance indicators at school and regional level to ensure that the progress of all groups of learners is challenged and supported;

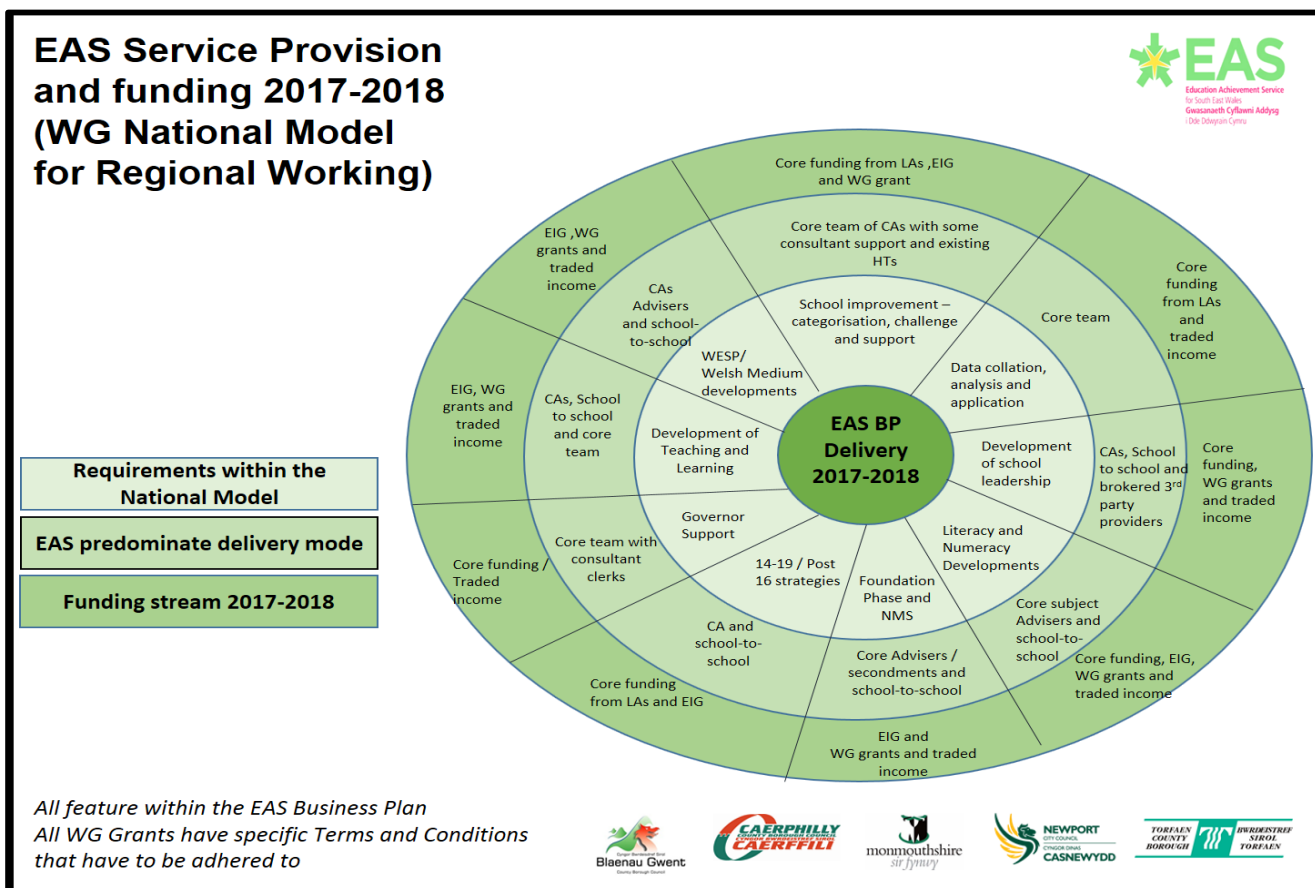
R2: Improve consistency in the quality of evaluation of school improvement activities throughout the service; and

R3: Identify and manage risks more effectively.

A summary of the findings from the full report is below:

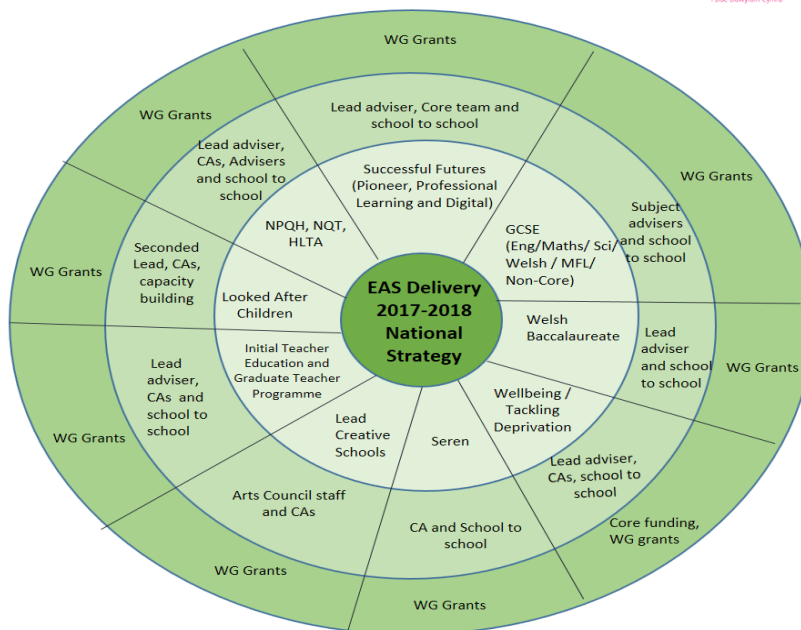
Section	Grade
Support for school improvement	Good
Leadership	Good
Quality improvement	Good
Partnership working	Good
Resource management	Good

The diagram below explains the EAS approach to implementing the National Model for Regional Working and the delivery of the National Policy:



## Additional EAS Service Provision and funding 2017-2018

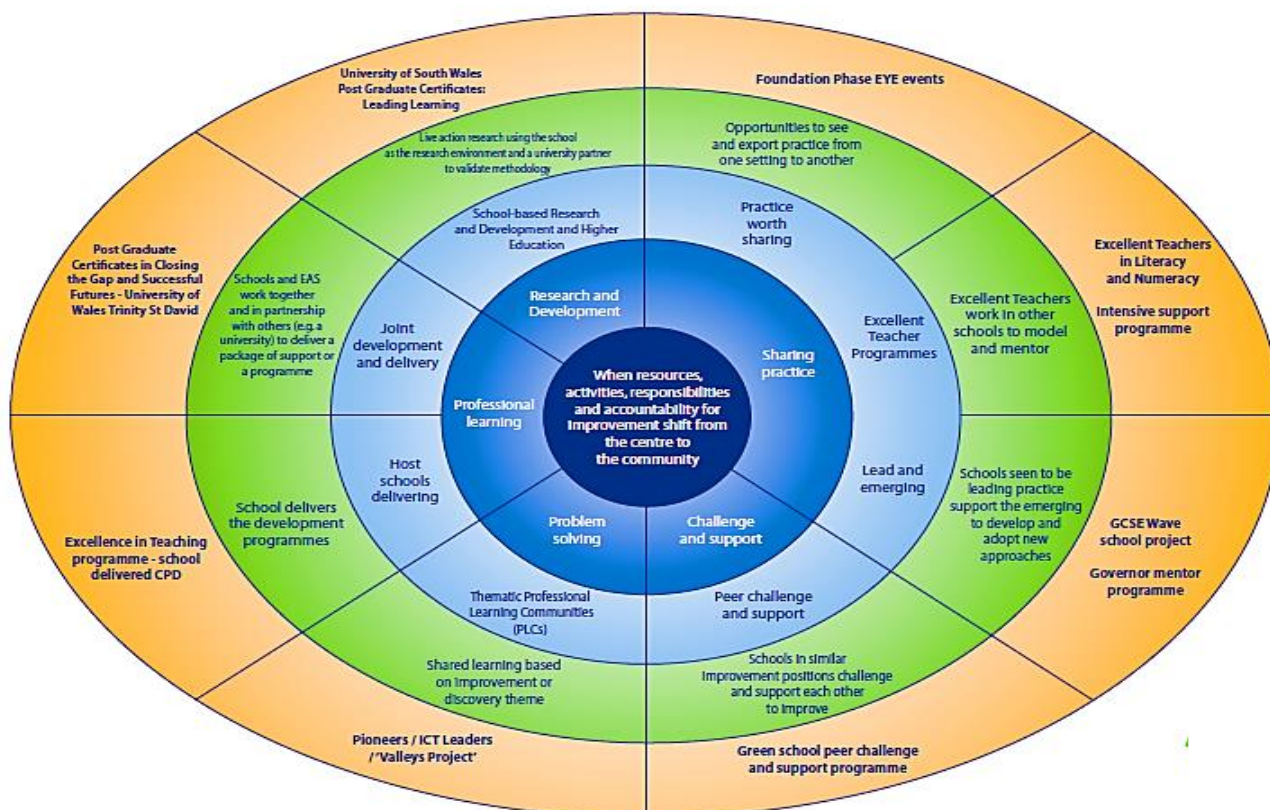
- National Strategies and Priorities
- EAS predominate delivery mode
- Funding stream 2017-2018



All feature within the EAS Business Plan  
All WG Grants have specific Terms and Conditions that have to be adhered to



## 4. Regional strategy to address National Priorities and embed the Self-Improving System



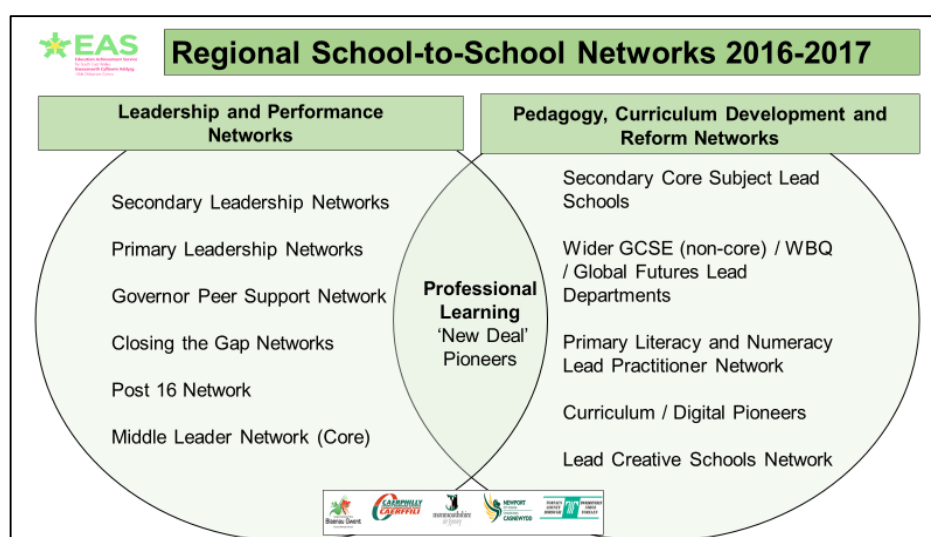


The regional definition of the self-improving system is one in which:

- **Resources** shift from the centre to the system, from the EAS to schools, so that schools have the time, money and people in place to support their own improvement and improvement in other schools
- **Activities** shift from central locations to schools, so that teachers and leaders work in live educational settings where real teaching, learning and leadership are happening
- **Responsibilities and Accountability** shift from the centre to the place where improvement is happening, so that schools share accountability for improvement of other schools

The EAS intends, during the period of the plan, to develop capacity in and improve the performance of the system in:

- Sharing practice, where we will improve the ways in which teachers or leaders share what they do and reflect together on why it works and how it could be adopted or adapted. This will include activities such as practice worth sharing, Excellent Teacher Programmes and pairing lead and emerging schools.
- Challenge and support, where we will improve the ways in which teachers or leaders challenge each other to improve and support each other to find ways to address the challenge.
- Problem solving, where we will improve the ways in which professionals work together to identify a problem and design and implement a solution.
- Professional learning, where we will improve the ways in which schools, teachers, leaders and others work together to deliver programmes of professional development to each other, including activities such as host schools delivering development programmes and schools and the EAS working together and in partnership with others to deliver a package of support or a programme.
- Research and development, where we will improve the ways in which we all work together to explore new areas of work and experiment with solutions that have not been tried before.



This image shows how the EAS has structured and prioritised its work to deliver the national priorities. In our establishment of leadership and performance networks, we have focused on the relationships between school leaders, leadership teams, the EAS workforce and governors. This work has enabled us to focus on the key priorities in leadership across all phases in our schools (including Post-16) on improving the quality of leadership in our schools and settings, and on the key priority of closing the gap between the achievement of priority groups of learners.



In the pedagogy, curriculum development and curriculum reform networks we have mobilised groups of schools around the emerging priorities from WG, such as non-core GCSEs and Welsh Baccalaureate. Running across the two domains, we have a well-established and funded network of over 20 Professional Learning school providers, who cover all the milestones in the WG matrix plus engage with our partner universities in the delivery of initial teacher education. These are the schools who in the next phase of development will underpin the realisation of the Successful Futures curriculum and the pedagogy and assessment expertise required by it.

In the period covered by this Business Plan, we will strengthen these networks and add to them further work on the development of the cluster-based approach to networks. This will enable us to use the network model to ensure that schools who have not so far engaged in, for example, the Pioneer programme for curriculum reform, will get access to schools in their own cluster who can support them in this work. The impact of this work will be captured systematically through the FADE approach on a termly basis.

## 5. Regional Key Stage Targets 2016-2019 and Local Authority Attendance Targets

The targets below are derived from the information submitted by all schools across South East Wales during the statutory target setting process in autumn 2016. The target setting process across the region is robust with all LA / school aggregate targets linked to individual pupils.

To ensure that appropriate aspiration is applied across schools, a joint challenge process has been introduced by LA Officers and EAS staff. This process considers an analysis of projected future performance against previous performance, projected Free School Meal benchmark quarters, FFT estimates and WG modelled expectations.

Targets for 2018 onwards remain draft subject to additional challenge and scrutiny during the next iteration of the process in 2017. Individual LA aggregate targets can be found in the accompanying LA Annex documents.

Foundation Phase									
All Pupils	2016 Actual	2017 Target		FSM Pupils	2016 Actual	2017 Target	non-FSM Pupils	2016 Actual	2017 Target
FPI	88.8	89.5		FPI	77.3	79.0	FPI	91.9	92.1
LLC English O5+	90.3	90.4		LLC English O5+	80.7	81.0	LLC English O5+	93.0	92.8
LLC Welsh O5+	93.4	92.6		LLC Welsh O5+	84.5	82.3	LLC Welsh O5+	94.7	94.2
Math Dev.O5+	91.3	91.7		Math Dev.O5+	82.4	82.7	Math Dev.O5+	93.8	93.9
PSD O5+	95.0	95.3		PSD O5+	90.3	91.4	PSD O5+	96.3	96.2
LLC English O6	39.3	39.9		LLC English O6	22.2	21.3	LLC English O6	44.2	44.7
LLC Welsh O6	36.1	37.1		LLC Welsh O6	20.2	18.8	LLC Welsh O6	38.4	40.0
Math Dev. O6	37.8	39.2		Math Dev. O6	21.0	21.5	Math Dev. O6	42.4	43.5
PSD O6	59.0	59.7		PSD O6	38.7	39.0	PSD O6	64.5	64.7
FSM/non FSM gap	2016 Actual	2017 Target							
FPI	14.6	13.1							
LLC English O5+	12.3	11.8							
LLC Welsh O5+	10.2	11.9							
Math Dev.O5+	11.5	11.1							
PSD O5+	6.0	4.8							
LLC English O6	21.9	23.4							
LLC Welsh O6	18.1	21.3							
Math Dev. O6	21.4	22.0							
PSD O6	25.8	25.7							

Key Stage 2														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	89.9	90.5	90.2	89.2	CSI	80.8	81.4	80.2	78.6	CSI	92.3	92.6	92.5	91.6
English L4+	91.9	92.1	91.7	91.0	English L4+	83.9	83.9	82.7	81.6	English L4+	94.0	93.9	93.7	93.2
Welsh (1st) L4+	93.1	93.8	92.9	93.7	Welsh (1st) L4+	90.1	83.3	82.1	88.0	Welsh (1st) L4+	93.7	95.5	94.4	94.5
Maths L4+	91.7	92.2	92.3	91.1	Maths L4+	84.3	84.1	83.7	82.2	Maths L4+	93.7	94.1	94.3	93.2
Science L4+	93.2	93.4	93.6	91.9	Science L4+	85.7	86.1	85.7	83.8	Science L4+	95.2	95.1	95.4	93.8
English L5+	44.5	46.5	45.8	44.7	English L5+	23.9	25.1	27.0	25.9	English L5+	47.6	51.5	50.1	49.0
Welsh (1st) L5+	36.7	42.8	40.8	41.7	Welsh (1st) L5+	14.3	20.5	16.7	21.3	Welsh (1st) L5+	41.3	45.8	43.0	43.8
Maths L5+	46.0	46.5	44.3	44.0	Maths L5+	24.4	24.9	25.0	27.0	Maths L5+	51.6	51.5	48.7	48.0
Science L5+	46.6	47.7	46.4	45.2	Science L5+	25.0	26.0	27.0	26.2	Science L5+	52.3	52.7	50.9	49.6
Welsh (2nd) L4+	84.4	86.0	87.2	86.2	Welsh (2nd) L4+	71.9	74.6	75.5	75.5	Welsh (2nd) L4+	88.0	88.7	90.0	88.9
Welsh (2nd) L5+	29.5	31.5	33.3	33.4	Welsh (2nd) L5+	16.0	16.3	17.6	20.8	Welsh (2nd) L5+	33.1	35.1	37.0	36.5
<b>FSM/non FSM gap</b>	<b>2016 Actual</b>	<b>2017 Target</b>	<b>2018 Target</b>	<b>2019 Target</b>										
CSI	11.6	11.2	12.3	13.0										
English L4+	10.1	10.0	11.0	11.6										
Welsh (1st) L4+	3.6	12.2	12.4	6.5										
Maths L4+	9.4	10.0	10.5	11.0										
Science L4+	9.5	9.0	9.7	10.0										
English L5+	23.7	26.4	23.1	23.2										
Welsh (1st) L5+	27.1	25.3	26.3	22.5										
Maths L5+	27.2	26.5	23.7	21.0										
Science L5+	27.2	26.7	23.8	23.4										
Welsh (2nd) L4+	16.1	14.1	14.5	13.3										
Welsh (2nd) L5+	17.2	18.8	19.4	15.7										

Key Stage 3														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	83.8	88.2	87.8	87.1	CSI	65.8	74.8	77.0	78.4	CSI	88.4	91.2	90.2	89.1
English L5+	87.5	90.6	90.2	91.6	English L5+	73.0	79.3	80.4	83.3	English L5+	91.3	93.3	92.4	93.5
Welsh (1st) L5+	87.4	89.8	90.8	90.9	Welsh (1st) L5+	67.2	73.3	84.6	87.0	Welsh (1st) L5+	91.0	92.7	91.8	91.6
Maths L5+	89.0	91.3	91.3	92.7	Maths L5+	75.3	81.0	82.4	85.4	Maths L5+	92.4	93.7	93.3	94.5
Science L5+	91.5	92.9	92.0	93.7	Science L5+	80.7	83.4	82.7	87.4	Science L5+	94.3	95.1	94.2	95.2
Welsh 2nd Lang L5+	81.8	86.7	86.9	87.8	Welsh 2nd Lang L5+	64.4	71.4	76.5	76.8	Welsh 2nd Lang L5+	86.5	90.4	89.4	90.4
English L6+	52.9	56.5	57.9	58.3	English L6+	28.1	35.3	38.0	39.3	English L6+	59.1	61.4	62.5	62.8
Welsh (1st) L6+	51.7	40.5	34.6	39.7	Welsh (1st) L6+	37.7	21.7	12.3	20.8	Welsh (1st) L6+	54.2	43.9	38.1	43.0
Maths L6+	60.2	62.8	62.6	65.2	Maths L6+	35.3	40.9	44.6	45.8	Maths L6+	66.4	67.9	66.7	69.8
Science L6+	59.7	61.2	62.7	64.8	Science L6+	36.7	39.7	44.2	44.3	Science L6+	65.5	66.2	66.9	69.7
Welsh 2nd Lang L6+	40.2	49.9	53.9	54.4	Welsh 2nd Lang L6+	18.5	26.4	33.8	33.8	Welsh 2nd Lang L6+	45.7	55.4	58.6	59.3
<b>FSM/non FSM gap</b>	<b>2016 Actual</b>	<b>2017 Target</b>	<b>2018 Target</b>	<b>2019 Target</b>										
CSI	22.7	16.4	13.2	10.7										
English L5+	18.2	14.0	12.0	10.2										
Welsh (1st) L5+	23.8	19.4	7.2	4.6										
Maths L5+	17.2	12.6	10.9	9.0										
Science L5+	13.6	11.7	11.5	7.8										
Welsh 2nd Lang L5+	22.1	19.0	12.9	13.6										
English L6+	31.0	26.1	24.5	23.6										
Welsh (1st) L6+	16.5	22.2	25.8	22.2										
Maths L6+	31.1	27.0	22.1	24.0										
Science L6+	28.8	26.5	22.8	25.4										
Welsh 2nd Lang L6+	27.3	29.0	24.8	25.5										

Key Stage 4														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
L2 inclusive	55.5	59.2	62.6	67.7	L2 inclusive	30.5	36.5	40.3	46.5	L2 inclusive	62.5	64.8	67.9	72.7
L2	77.8	77.5	79.3	80.2	L2	61.1	56.8	58.9	64.0	L2	83.7	83.0	84.1	83.9
L1	94.4	94.3	96.0	93.4	L1	90.6	88.2	89.2	90.5	L1	97.6	97.1	97.6	94.1
English A*-C	64.2	65.5	68.6	72.7	English A*-C	39.6	42.9	46.5	53.2	English A*-C	71.2	71.3	73.7	77.1
Welsh (1st) A*-C	68.0	64.0	67.7	81.8	Welsh (1st) A*-C	36.6	59.5	50.9	63.3	Welsh (1st) A*-C	68.4	64.5	70.4	85.1
Maths A*-C	63.6	65.4	68.6	72.0	Maths A*-C	39.8	41.8	46.6	50.3	Maths A*-C	70.5	71.3	73.8	77.0
Maths Numeracy	0.0	63.3	67.0	71.3	Maths Numeracy	0.0	38.9	44.6	49.4	Maths Numeracy	0.0	69.4	72.3	76.2
Science 1st Qual	76.7	70.0	68.8	72.9	Science 1st Qual	65.9	49.6	48.1	51.4	Science 1st Qual	81.2	75.3	73.7	77.8
Science 2nd Qual	-	66.1	66.6	71.1	Science 2nd Qual	0.0	45.7	46.6	49.5	Science 2nd Qual	0.0	71.4	71.3	76.1
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target										
L2 inclusive	32.0	28.2	27.6	26.1										
L2	22.5	26.2	25.3	19.9										
L1	7.0	8.9	8.4	3.5										
English A*-C	31.6	28.3	27.2	23.9										
Welsh (1st) A*-C	31.8	5.1	19.5	21.8										
Maths A*-C	30.7	29.5	27.1	26.7										
Maths Numeracy	0.0	30.5	27.7	26.9										
Science 1st Qual	15.3	25.8	25.6	26.5										
Science 2nd Qual	0.0	25.7	24.7	26.5										

All Pupils	2016	2017	2018	2019
	Actual	Target	Target	Target
Capped Pts 9	-	352.4	361.2	366.4
A*/A English	10.3	15.6	14.0	13.7
A*/A Welsh	5.3	6.0	8.9	12.9
A*/A Mathematics	16.4	17.9	17.4	18.8
A*/A Science	12.1	14.9	13.4	11.3

As advised by each LA, below are the number of EOTAS pupils in the Yr11 cohort this year to inform 2017 target setting (the data above for 2017 incorporates these figures):

- Blaenau Gwent – 3
- Caerphilly – 55
- Monmouthshire – 5
- Newport – 18
- Torfaen – 0

## Authority Attendance Targets

Primary	2016	2017	2018	2019
	Actual	Target	Target	Target
Blaenau Gwent	94.5	95	95.2	95.4
Caerphilly	94.6	95.3	95.5	95.7
Monmouthshire	95.7	96.1	96.15	96.2
Newport	94.5	95	95.1	95.2
Torfaen	94.6	96	96.5	97

Secondary	2016	2017	2018	2019
	Actual	Target	Target	Target
Blaenau Gwent	94	94.6	94.8	95
Caerphilly	93.4	94.0	94.5	94.8
Monmouthshire	94.7	95	95.1	95.2
Newport	93.2	93.7	93.8	93.9
Torfaen	93.7	95	95.5	96

## Additional supporting documents

These documents are available on request (Ref: 1-7 are available on the EAS website)

Ref	Document
1	Local Authority Annex documents
2	Detailed Business Plan April 2017-March 2018
3	Detailed Resource Overview 2017-2018
4	Long Term 3-year Business Plan Overview
5	Regional Professional Learning Offer 2017-2018
6	Regional Self-Evaluation Report
7	Regional Learner Pledge
8	EAS Risk Register
9	Self-Evaluation Timetable 2016-2018
10	FADE Timetable 2017-2018
11	Half-Year Business Plan reviews 2016-2017
12	Service related interim FADE reports
13	Cross Regional Development Plan 2016-2017

## Local Authority Specific Annex 2017-2018

### Local Authority: Newport

The targets below are derived from pupil level targets submitted by all schools across South East Wales during the statutory target setting process in autumn 2016. The target setting process across the region is robust with all school targets linked to targets for individual pupils and a comprehensive challenge process by Challenge Advisers and quality assurance by Principal Challenge Advisers and Local Authorities including analysis of projected future performance against previous performance, projected Free School Meal benchmark quarters, FFT estimates and WG Modelled Expectations.

Foundation Phase										
All Pupils	2016 Actual	2017 Target		FSM Pupils	2016 Actual	2017 Target		non-FSM Pupils	2016 Actual	2017 Target
FPI	89.1	88.4		FPI	76.4	79.8		FPI	92.1	90.5
LLC English O5+	90.4	89.7		LLC English O5+	80.3	82.9		LLC English O5+	92.9	91.4
LLC Welsh O5+	97.7	93.5		LLC Welsh O5+	92.3	76.5		LLC Welsh O5+	98.6	97.3
Math Dev.O5+	91.3	90.3		Math Dev.O5+	81.3	83.1		Math Dev.O5+	93.7	92.1
PSD O5+	95.2	94.6		PSD O5+	90.2	91.0		PSD O5+	96.5	95.4
LLC English O6	40.2	40.5		LLC English O6	21.8	23.5		LLC English O6	44.6	44.8
LLC Welsh O6	46.5	45.7		LLC Welsh O6	38.5	17.6		LLC Welsh O6	47.9	52.0
Math Dev. O6	37.4	38.4		Math Dev. O6	21.0	21.7		Math Dev. O6	41.3	42.6
PSD O6	61.3	60.0		PSD O6	37.6	41.7		PSD O6	67.0	64.6
FSM/non FSM gap	2016 Actual	2017 Target								
FPI	15.6	10.7								
LLC English O5+	12.6	8.5								
LLC Welsh O5+	6.3	20.9								
Math Dev.O5+	12.4	9.0								
PSD O5+	6.3	4.4								
LLC English O6	22.8	21.3								
LLC Welsh O6	9.5	34.4								
Math Dev. O6	20.4	20.9								
PSD O6	29.3	22.9								

Key Stage 2														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	88.8	90.7	89.8	89.6	CSI	79.9	81.3	79.1	81.1	CSI	91.0	92.9	92.2	91.7
English L4+	91.7	92.3	91.6	91.7	English L4+	84.1	83.8	81.8	84.3	English L4+	93.6	94.3	93.8	93.6
Welsh (1st) L4+	94.6	91.4	93.2	92.7	Welsh (1st) L4+	83.3	75.0	71.4	86.7	Welsh (1st) L4+	96.8	94.8	95.5	93.8
Maths L4+	91.3	92.1	91.3	91.0	Maths L4+	84.7	83.4	81.5	83.3	Maths L4+	93.1	94.1	93.5	93.0
Science L4+	93.2	93.6	93.2	92.9	Science L4+	84.4	86.3	84.8	86.3	Science L4+	95.4	95.3	95.1	94.7
English L5+	49.5	50.3	48.7	45.7	English L5+	25.1	28.1	29.3	28.2	English L5+	52.3	55.5	53.1	50.2
Welsh (1st) L5+	52.7	50.0	50.7	50.0	Welsh (1st) L5+	58.3	50.0	14.3	26.7	Welsh (1st) L5+	51.6	50.0	53.0	54.3
Maths L5+	49.6	50.3	45.8	43.5	Maths L5+	31.6	29.1	24.5	27.2	Maths L5+	54.2	55.2	50.6	47.7
Science L5+	51.5	51.9	48.1	46.9	Science L5+	33.9	29.4	26.9	29.4	Science L5+	55.9	57.1	52.9	51.5
Welsh (2nd) L4+	85.9	87.4	86.9	86.5	Welsh (2nd) L4+	72.8	73.7	73.5	77.6	Welsh (2nd) L4+	89.3	90.6	90.0	88.9
Welsh (2nd) L5+	34.4	36.3	33.7	34.0	Welsh (2nd) L5+	20.5	16.9	16.5	20.4	Welsh (2nd) L5+	38.0	40.8	37.7	37.6
<b>FSM/non FSM gap</b>	<b>2016 Actual</b>	<b>2017 Target</b>	<b>2018 Target</b>	<b>2019 Target</b>										
CSI	11.1	11.6	13.1	10.6										
English L4+	9.5	10.6	12.0	9.3										
Welsh (1st) L4+	13.4	19.8	24.0	7.2										
Maths L4+	8.4	10.7	12.0	9.6										
Science L4+	11.0	9.1	10.3	8.4										
English L5+	27.2	27.3	23.9	22.0										
Welsh (1st) L5+	-6.7	0.0	38.7	27.7										
Maths L5+	22.6	26.2	26.2	20.5										
Science L5+	22.0	27.8	26.0	22.1										
Welsh (2nd) L4+	16.6	16.9	16.5	11.3										
Welsh (2nd) L5+	17.5	23.9	21.2	17.2										

Key Stage 3															
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target		FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	83.4	89.0	88.4	90.0		CSI	61.1	77.6	76.8	80.7	CSI	88.7	91.4	90.8	92.2
English L5+	88.3	91.2	91.0	91.6		English L5+	74.3	81.4	80.6	84.0	English L5+	91.8	93.3	93.2	93.3
Welsh (1st) L5+	-	-	-	92.6		Welsh (1st) L5+	-	-	-	83.3	Welsh (1st) L5+	-	-	-	94.2
Maths L5+	89.0	91.5	92.1	92.7		Maths L5+	71.3	83.1	83.7	86.1	Maths L5+	93.0	93.3	93.9	94.2
Science L5+	90.7	92.9	92.9	93.2		Science L5+	76.6	85.9	82.4	87.3	Science L5+	93.9	94.4	95.1	94.5
Welsh 2nd Lang L5+	78.8	84.3	86.3	84.7		Welsh 2nd Lang L5+	59.4	66.6	71.6	71.5	Welsh 2nd Lang L5+	83.5	88.1	89.4	87.8
English L6+	55.4	59.3	62.0	62.9		English L6+	30.7	35.5	37.4	42.9	English L6+	61.2	64.4	67.2	67.5
Welsh (1st) L6+	-	-	-	58.0		Welsh (1st) L6+	-	-	-	58.3	Welsh (1st) L6+	-	-	-	58.0
Maths L6+	64.3	68.0	68.7	69.4		Maths L6+	36.6	44.5	48.1	50.8	Maths L6+	70.5	73.1	73.1	73.7
Science L6+	55.6	61.8	67.4	66.2		Science L6+	28.4	37.6	45.0	45.6	Science L6+	61.8	67.0	72.2	71.0
Welsh 2nd Lang L6+	39.0	45.7	50.2	49.4		Welsh 2nd Lang L6+	14.9	21.7	26.3	26.3	Welsh 2nd Lang L6+	44.6	50.9	55.3	54.7
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target											
CSI	27.6	13.8	14.0	11.5											
English L5+	17.5	11.9	12.6	9.3											
Welsh (1st) L5+	-	-	-	10.9											
Maths L5+	21.8	10.2	10.2	8.1											
Science L5+	17.4	8.5	12.7	7.2											
Welsh 2nd Lang L5+	24.1	21.6	17.7	16.3											
English L6+	30.5	28.9	29.8	24.6											
Welsh (1st) L6+	-	-	-	-											
Maths L6+	33.9	28.6	25.0	22.9											
Science L6+	33.4	29.5	27.2	25.3											
Welsh 2nd Lang L6+	29.8	29.2	29.0	28.4											



Key Stage 4														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
L2 inclusive	57.3	62.0	64.9	67.4	L2 inclusive	36.3	38.3	42.6	43.8	L2 inclusive	63.8	67.6	69.9	72.4
L2	74.5	81.3	82.7	87.2	L2	56.4	64.2	62.6	76.0	L2	81.1	85.8	87.2	89.6
L1	93.4	95.1	95.8	96.5	L1	91.7	90.1	88.5	91.3	L1	97.1	97.4	97.4	97.6
English A*-C	68.5	68.3	70.7	72.4	English A*-C	46.7	50.4	52.1	54.9	English A*-C	75.6	72.8	74.9	76.2
Welsh (1st) A*-C	0.0	-	-	-	Welsh (1st) A*-C	-	-	-	-	Welsh (1st) A*-C	-	-	-	-
Maths A*-C	63.7	66.6	69.4	70.7	Maths A*-C	41.5	42.7	48.5	44.8	Maths A*-C	70.7	72.3	74.0	76.2
Maths Numeracy	0.0	62.9	64.7	69.3	Maths Numeracy	0.0	38.7	43.6	44.8	Maths Numeracy	0.0	68.6	69.5	74.6
Science 1st Qual	68.7	70.4	72.5	71.5	Science 1st Qual	54.0	50.7	50.8	50.3	Science 1st Qual	74.2	75.3	77.4	76.1
Science 2nd Qual	-	64.4	71.5	69.0	Science 2nd Qual	0.0	39.8	50.2	46.2	Science 2nd Qual	0.0	70.2	76.3	73.9
<b>Non-FSM/non-FSM gap</b>														
L2 inclusive	27.5	29.3	27.3	28.7										
L2	24.7	21.5	24.6	13.6										
L1	5.4	7.3	8.9	6.3										
English A*-C	28.8	22.4	22.7	21.3										
Welsh (1st) A*-C	-	-	-	-										
Maths A*-C	29.2	29.6	25.5	31.4										
Maths Numeracy	0.0	29.9	25.9	29.8										
Science 1st Qual	20.2	24.6	26.5	25.7										
Science 2nd Qual	0.0	30.4	26.2	27.7										

Note: As advised by LA, 18 EOTAS pupils have been included in the Yr11 cohort this year to inform 2017 target setting.

## Primary Attendance

Pupil Attendance				
	2016 Actual	2017 Target	2018 Target	2019 Target
LA	94.5	95	95.1	95.2

## Secondary Attendance

Pupil Attendance				
	2016 Actual	2017 Target	2018 Target	2019 Target
LA	93.2	93.7	93.8	93.9

## Summary of National Categorisation of schools in the Local Authority in 2014-2015, 2015-2016 and 2016-2017

Step 1 – Primary		Number of Schools				Percentage of Schools			
		Group 4	Group 3	Group 2	Group 1	Group 4	Group 3	Group 2	Group 1
Newport	14-15	3	7	17	15	7%	17%	40%	36%
	15-16	0	7	16	21	0%	16%	36%	48%
	16-17	0	5	14	25	0%	11%	32%	57%
South East Wales	14-15	7	52	88	49	4%	27%	45%	25%
	15-16	2	25	90	82	1%	13%	45%	41%
	16-17	2	19	63	115	1%	10%	32%	58%

Step 2 - Primary		Number of Schools				Percentage of Schools			
		D	C	B	A	D	C	B	A
Newport	14-15	2	5	17	20	5%	11%	39%	45%
	15-16	0	5	18	21	0%	11%	41%	48%
	16-17	1	2	16	25	2%	5%	36%	57%
South East Wales	14-15	9	45	101	44	5%	23%	51%	22%
	15-16	4	29	116	50	2%	15%	58%	25%
	16-17	3	18	109	64	2%	9%	56%	33%

Step 3 - Primary		Number of Schools				Percentage of Schools			
		Red	Amber	Yellow	Green	Red	Amber	Yellow	Green
Newport	14-15	2	7	16	19	5%	16%	36%	43%
	15-16	0	5	16	23	0%	11%	36%	52%
	16-17	1	2	18	23	2%	5%	41%	52%
South East Wales	14-15	9	50	100	40	5%	25%	50%	20%
	15-16	5	31	111	52	3%	16%	56%	26%
	16-17	5	18	111	60	3%	9%	57%	31%

Step 1 - Secondary		Number of Schools				Percentage of Schools			
		Group 4	Group 3	Group 2	Group 1	Group 4	Group 3	Group 2	Group 1
Newport	14-15	2	3	2	1	25%	38%	25%	13%
	15-16	1	5	1	1	13%	63%	13%	13%
	16-17	2	2	2	2	25%	25%	25%	25%
South East Wales	14-15	10	14	10	3	27%	38%	27%	8%
	15-16	3	22	6	4	9%	63%	17%	11%
	16-17	3	19	8	5	9%	54%	23%	14%

Step 2 - Secondary		Number of Schools				Percentage of Schools			
		D	C	B	A	D	C	B	A
Newport	14-15	0	6	2	0	0%	75%	25%	0%
	15-16	2	3	2	1	25%	38%	25%	13%
	16-17	1	3	3	2	11%	33%	33%	22%
South East Wales	14-15	0	25	11	1	0%	68%	30%	3%
	15-16	3	18	14	1	8%	50%	39%	3%
	16-17	6	9	17	4	17%	25%	47%	11%

Step 3 - Secondary		Number of Schools				Percentage of Schools			
		Red	Amber	Yellow	Green	Red	Amber	Yellow	Green
Newport	14-15	0	5	2	1	0%	63%	25%	13%
	15-16	2	4	1	1	25%	50%	13%	13%
	16-17	1	3	3	2	11%	33%	33%	22%
South East Wales	14-15	5	19	10	3	14%	51%	27%	8%
	15-16	6	18	11	1	17%	50%	31%	3%
	16-17	6	12	15	3	17%	33%	42%	8%

## LA schools currently in any Estyn follow-up category

Phase	School	Date of last inspection	Date report published	Follow-up status of last inspection
Primary	St Andrew's Primary School	Nov 15	Jan 16	LA monitoring
Primary	Llanmartin Primary	June 16	Sept 16	Estyn monitoring
Primary	Alway	Nov 16	Jan 17	Estyn monitoring
Primary	Maesglas	Nov 16	Jan 17	Estyn monitoring

Phase	School	Date of last inspection	Date report published	Follow-up status of last inspection
Secondary	St Julian's Comprehensive	Dec 14	March 15	Significant improvement
Special	Maes Ebbw Special	Mar-16	May-16	Estyn monitoring
Secondary	Caerleon Comprehensive	Nov 16	Jan 17	Estyn monitoring

## Pupil outcomes

A high level analysis of pupil outcomes for the Local Authority indicates that the following aspects require improvement over the next phase of the Business Plan:

- Continue to close the gap in performance at KS4 for the L2+.
- Improve performance in L2 Maths, English and science.
- Improve performance in L2.
- Improve KS3 outcomes, particularly at the expected level +1.
- Improve the gender gap at the expected level +1 in FP and KS2.

## Schools requiring Improvement 2016-2017 (Amber and Red Overall Categories of support)

The information below indicates the additional support that will be given to schools in the overall category of Amber or Red in the Local Authority in the academic year 2016-2017. The support is in line with the guidance within the National Categorisation System and within the SEWC Intervention Framework 2016-2017. Each of these schools will have a detailed Intervention or Support Plan, the progress each school makes over the next academic year will be captured through regular Education Improvement Boards (EIBs) or Intervention Meetings.

Schools requiring Amber levels of support	Schools requiring Red levels of support
Caerleon Comprehensive School	St Julian's Comprehensive School
Llanwern High School	Maes Ebbw Special School
Newport High School	Milton Junior School
Maesglas Primary School	
Tomerton Primary School	

## Local Authority specific activity financial year 2017-2018

The section below indicates additional school improvement activity that will be undertaken in the Local Authority through this financial year (2017-2018). The additional activity is linked to specific need arising from pupil outcomes.

A detailed programme delivery plan is available. Progress towards each of the additional interventions will be measured at the end of each term.

Nature of Additional Activity	Expected Outcomes
<b>Accelerating Achievement: A Newport Schools initiative.</b> To involve the development of a Seamless Learning Pathways Coordinator role. The role will be 3 days per week via the	<ul style="list-style-type: none"> <li>To develop cluster level target-setting from Years 5-8.</li> <li>To focus on the development of numeracy skills across the two key stages.</li> <li>To gather and share good practice across all Newport schools in curriculum planning and pedagogy that secures strong progress for learners in maths.</li> </ul>

secondment of a Newport Head teacher. It will sit within the line management structure of the Local Authority.

Schools in Newport have identified a slowing in the rate of improvement in standards for pupils across key stages 2-3. There is significant variation in schools and between schools and variation from year to year.

All stakeholders are seeking a better understanding of the factors which impact on sustained progress for pupils, particularly over the transition from primary to secondary and from secondary into post compulsory education.

All schools in Wales are, in addition, facing the challenge of implementing new curriculum and assessment arrangements as set out in Successful Futures.

This provides an opportunity to look at how achievement can be accelerated and that acceleration sustained over time.

This is a programme which will:

- Involve 2 clusters of primary and secondary schools working together;
- Gather, analyse and understand data from a range of sources that are linked to these factors;
- Examine in-school, between school and community factors which promote or inhibit improved attainment;
- Use 'evidence based' research – e.g UNESCO, OECD, Sutton Trust, John Hattie, Harvard CGI research base to get a better understanding of the factors which are prevalent in the locality;

- To ensure that two Newport Pioneer Schools are involved in the project and that appropriate links are made into their pioneer work, particularly in relation to capturing and sharing good practice.
- To include a research element which will enable the project to trial innovative and new approaches to cross phase work, which can be tested for impact as part of the project plan and drawn up as meaningful case studies.
- To recognise and develop good practice in social and emotional transition which can be shared across the city.

- Use this research to identify interventions which will have a long term impact on the progress of young people as they move between Year 5 and Year 8.
- Explore strategies for curriculum planning, progression and assessment of the curriculum for all pupils but particularly for those groups and individuals that are underperforming.

The programme will be led by the schools involved. There will be a project Board to support the programme with the project coordinator (Ann Price), The Chief Education Officer, the Strategic Lead for People, the Deputy Chief Education Officer and the PCA for Newport to track impact and evaluate the outcomes.

It is envisaged that the programme will continue to operate over a three-year period: (2016-2019).

**Funding: £5000**

#### **Developing effective practice in supporting EAL learners:**

A further development of the 2016-2017 project involving GEMs, a wider group of NCC schools/HTs in order to:

- capture good practice in supporting learners at both the early language acquisition and the later stages of learning English.
- develop resources to support schools in developing provision in this area.
- identify and share the characteristics of strong leadership of this area.
- develop a model of school to school support.
- produce case studies exemplifying the approaches, which can be shared more widely in Newport and the region.

**Funding: £7983**

- Schools are clear about effective practice in supporting new learners of English (particularly those migrants from countries which schools may not have experience with to date).
- New learners of English are well supported in developing their language skills.
- School leadership teams are clear about what steps to take to ensure that provision and practice are developed appropriately.
- School to school support works effectively to capture and spread effective practice and provide targeted CPD to leaders and teachers.



**Curriculum Deputies' Network: Driving Improvements at Key Stage 3**

- Develop a network of curriculum deputies from all Newport Secondary schools to share, grow and sustain excellent practice in improving provision and practice at KS3; in order to drive improvements in standards across all national curriculum subjects.
- Group to meet 1 day per term in the Summer, Autumn and Spring terms to identify and share best practice.
- Gap tasks to be completed by all school leaders between the sessions which enable further building of practice in subsequent meetings.
- PCA and Deputy Chief Education Officer to jointly plan and facilitate the sessions.
- PCA and Deputy Chief Education Officer to monitor the impact of the sessions on provision, practice and pupil outcomes.
- PCA and DCEO to facilitate a session to support succession planning (coaching individually as well as the whole group) to support continued career development into Headship. Possible use of external consultancy.

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**Funding: £4000**

Ongoing arrangement in which the Authority receives bespoke support from the EAS Learning Intelligence team with central data collection and reporting.

- Best practice in improving provision and practice is identified, shared and impacting as appropriate across all Newport secondary schools.
- There is a consistent approach to pupil level target setting and tracking, between key stage 3 and 4.
- Pupils meet statutory targets at KS3.
- KS3 performance across the LA improves so that it is at least in line with similar LAs.
- Progress at KS3 can be judged to be good across the majority of schools and at least satisfactory across all schools.
- Performance in the national tests is good across the majority of schools and at least satisfactory across all schools.
- Strategic leadership and systems leadership of KS3 (at senior and middle leader level) can be judged to be at least good in the majority of schools and at least satisfactory in all schools.

- • The LA receives the required range of performance information across the range of indicators, in line with the agreed reporting channels and reporting calendar.

The content of this LA Annex has been agreed by:

LA Director / Chief Education Officer:

\_\_\_\_\_  
Mr James Harris

Cabinet Member for Education:

\_\_\_\_\_  
Cllr Gail Giles

\_\_\_\_\_  
PAS Managing Director

  
\_\_\_\_\_  
Ms. Debbie Hartevelde

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# Report

## Cabinet

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### Part 1

Date: 20 March 2017

Item No:

**Subject** Purple Flag Accreditation- City Centre Night Time Economy

**Purpose** To appraise Cabinet of the Purple Flag: a national accreditation scheme run by the Association of Town and City Management for Britain's town centres at night and propose that, working with our partners, we seek Purple Flag accreditation for Newport City Centre's evening and night time economy.

**Author** Public Protection Manager

**Ward** City wide

**Summary** Purple Flag is a national accreditation scheme run by the Association of Town and City Management to establish national standards and raise the image of Britain's town centres at night. It covers all aspects of evening and night-time economy management into a comprehensive framework for local partnerships to aspire to. Obtaining Purple Flag will bring positive publicity for Newport City Centre and would reflect the on-going work of the Council, Police and local businesses to make the City Centre a desirable night-time destination for people of all ages. In the last two years, much effort has been put into increasing and developing the diversity of the evening and night-time offer and in ensuring the safety of visitors in the city centre. A Purple Flag partnership working group has been established to progress work towards accreditation. This includes key council services, Gwent Police, South Wales Fire, AB Health Board, Street Pastors, the Business Improvement District, Pub-Watch, Newport Live. This report seeks support from Cabinet to further this work with a view to obtaining the Flag as early as possible, ideally in 2017.

**Proposal** That Cabinet agrees to and supports the work towards Purple Flag Status for Newport City Centre's evening and night time economy, with a view to obtaining the Flag as early as possible, ideally in 2017.

**Action by** Strategic Director- Place, Head of Law and Regulation

**Timetable** Forthwith

This report was prepared after consultation with:

- Strategic Director- Place
- Head of Law and Regulation
- Head of Finance
- Head of People and Business Change
- Regeneration Manager
- Partnership Manager
- Planning Manager

- Street Scene Managers
- ASB Manager
- Licensing Manager

**Signed**

## Background

### 1. What is Purple Flag?

- 1.1 Purple Flag is a national accreditation scheme run by the Association of Town and City Management (ATCM) to establish national standards and raise the image of Britain's town centres at night. By meeting the standards set by Purple Flag, a good evening and night-time offer can be promoted and recognised. Purple Flag aims to raise standards and improve the quality of our towns and cities between the hours of 6pm and 6am by incorporating all aspects of evening and night-time economy management into a comprehensive framework for local partnerships to aspire to.
- 1.2 Purple Flag recognises excellence in the management of town and city centres at night - entertainment areas that achieve the standard will benefit from an improved night time environment and a reputation that offers 'a better night out' to visitors.
- 1.3 Just as a Blue Flag is an indicator of a good beach or Green Flag an excellent park, Purple Flag is the indicator of where to go for a good night out and will bring positive publicity for town and city centres that meet the standard. Obtaining Purple Flag shows that a town's night-time economy offers clean and safe environments, great bars and clubs, a variety of arts and cultural attractions and excellent transport links. Around 65 towns and cities across the country have achieved Purple Flag status and it is hoped that Newport could soon become a member of this select group. It reflects the work of the Council, Police, and local businesses to make Newport City Centre a desirable night-time destination for people of all ages. Presently there is only one other Welsh location with PF status; Swansea.

### 2. Why do we want applied for a Purple Flag?

- 2.1 Newport city centre already provides a wide range of activities however, achieving the Purple Flag status would bring positive publicity to the city, encourage more footfall and further diverse activities. In the last two years, much effort has been put into increasing and developing the diversity of the evening and night-time offer and in ensuring the safety of visitors in the city centre.

### 3. Building on Success

- 3.1 In Nov 2015, the Council enacted a Public Space Protection Order to control certain anti-social behaviour and the Business Improvement District *Newport Now* has introduced ambassadors who patrol into the early evening. The Council CCTV has improved its coverage; now monitoring Friars Walk and Admiral Plaza.
- 3.2 We have set up two City Centre groups: the *One Newport* Safer city centre group chaired by Gwent Police with Council, BID, street pastor and business representation and a council officer internal city centre management group, chaired by the Head of Street Scene and City Services.- see 6.1 below.
- 3.3 Applying for Purple Flag status is a natural progression of this process and if successful, will be recognition of this work. At the same time, the application process will enable us to identify areas where further improvement can be made and stronger links developed between partner agencies and the hospitality trade.
- 3.4 We would like to encourage more people to come into Newport City Centre in the evenings, not just the young, but people of all ages and families with their children. We want to make sure that people visiting feel safe in a city that is clean, attractive and accessible: where they can have a good night out, not just in the local pubs and bars, but enjoying a wide range of activities, including arts and culture, leisure, sports, eating and dining.

#### 4. What area would the Purple Flag cover?

We propose to cover the City Centre extending across the River Usk so as to include the sports and entertainment venues in Rodney Parade and Clarence Place. As part of the submission, we have to produce a map detailing the attractions, facilities, transport links etc.

#### 5. What are the benefits of having Purple Flag status?

##### 5.1 For local businesses

- A raised profile and an improved public image and perception
- Opportunity to promote on the Purple Flag website
- A more successful mixed-use economy
- Increased visitors
- Increased expenditure
- longer term economic viability

##### 5.2 For everyone

- A wider range of attractions
- Lower crime and anti-social behaviour
- Supporting services maintained
- A vibrant city.

Places that have been awarded the Purple Flag have shown that by encouraging a wide range of people into the centre at night, crime and anti-social behaviour rates are lower.

#### 6. Who should be involved in Applying for the Purple Flag?

6.1 We have two City Centre Groups:

1. **One Newport Safer City Centre Group**- part of the single integrated Plan –Public Service Board “Safe and Cohesive communities” theme Comprising Police (Chair), Fire, Health, Street Pastors, BID, Pub-watch and Council (Public Protection –Licensing, Street Scene, Regen);
2. The recently formed **Council City Centre Management Group**- comprising Street Scene (Head of Street Scene chairs), Public Protection, Licensing, Tourism, Public Relations, Regeneration, Events.

6.2 Accordingly, we have decided to make the “**Purple Flag Working Group**” an off-shoot of the **One Newport Safer City Centre Group**, but with extra representation from the Council City Centre Management Group such as Tourism, Public Relations and Events. We do recognise that we need more business and community representation and an invitation has been sent to Newport Live and to the University.

#### 7. What do we have to do to get a Purple Flag?

7.1 As part of the application, we have to show that there is a clear aim and a common purpose to make sure that Newport city centre is:

- Is welcoming, clean and safe
- Is supported by good transport links, with an appropriate form of late-night public transport provision as well as good accessible car parking
- Has clear, safe and convenient pedestrian links within the centre and homewards
- Has a vibrant choice and a rich mix of entertainment and activities

- Is a stimulating destination and a vital place to be
- Is appealing at night for all age ranges
- Is convenient, functional and attractive at night as well as during the day
- Is alive after five

## 7.2 Purple Flag Themes and Attributes

There are five themes which provide a framework for assessing quality and appeal: all within a wrapper of Policy.

1. **Wellbeing**  
Safety, Care, Regulation, Services, Partnership, Perceptions
2. **Movement** Public Transport, Car Parking, Pedestrian Routes, Crowd Management, Information, Partnership
3. **Appeal** Food and Dining, Pubs and Bars, Light Night Venues, Early Evening Activity, Public Buildings, Arts and Culture
4. **Place**  
Location, Diversity, Clarity, Animation, Design, Identity
5. **Policy**  
Data Strategy, Co-ordination, Leadership, Partnership, Community

We have to demonstrate our current standing with respect to these five themes and their attributes; our improvements in the last three years and our plans for future improvement.

## 8. The Process for Accreditation

### 8.1 What we've done so far

- Secure support from Council Senior Management
- Organise a PF Group- and ensure good representation
- Appoint a PF organiser (Public Protection Manager) and a Champion (Strategic Director – Place)
- Decide on a boundary for the application
- Started drawing up a map with colour coded attractions/ transport hubs, public facilities etc.
- Start collecting performance indicators- police data, perceptions and footfall.

### 8.2 Next:

**Obtain Cabinet Approval to enter for PF accreditation-** (this report) then:

- Via a group workshop- identify strengths and gaps and try and plug these;
- Carry out a Group self-assessment of the city centre evening and night time economy. We envisage in mid April.
- Decide whether we should enter in June 2017, or wait.
- Complete a submission under five PF Themes and Attributes

### 8.3 What happens to our Submission?

- A desktop assessment of our application
- A team of assessors (2-3), audit on a pre-arranged Friday or Saturday night from 6pm to 6am, which we host and guide.
- Assessors' findings are sent to the PF panel
- Decision announced.
- Awards night

## 9. Financial Summary

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
<b>Costs</b>	Application fee £2,400 + vat	Interim Renewal Fees: £900 + vat	Full Renewal Fees: £1000 + vat	Alternating Interim Renewal Fees:  And Full Renewal Fees: £1000 + vat	Application fee and year 2 fee already paid for by a grant from One Newport partnership

## 10. Risks

Risk	Impact of Risk if it occurs*(H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That insufficient resources are given to the PF project	H	L	Supporting the setting up/ continuance of PF working group with capacity to see the project through to completion.	Strategic Director- Place Head of Law and Regulation
That we fail to achieve PF accreditation	H	L	The working group will ensure our submission is as good as it can be. If it felt that compliance against some PF attributes are lacking, our submission will be delayed until they are addressed.	Strategic Director -Place

\* Taking account of proposed mitigation measures

## 11. Links to Council Policies and Priorities

This work will support the following Council Policies and Strategies:

- Newport City Council's Corporate and Improvement Plans (Relevant priorities: A Working City and A Safer City).
- Public Service Board- *One Newport's* themes of Economic Growth and Safer City Centre.

It will also assist the Council to meet its 'wellbeing goals' under the Well-being of Future Generations (Wales) Act 2015; in particular the 'prosperity' and "Cohesive Communities" goals.

## 12. Options Available and considered

1. That Cabinet agrees to and supports the work towards Purple Flag Status for Newport City Centre's evening and night time economy, with a view to obtaining the Flag as early as possible, ideally in 2017.
2. That Cabinet does not support the work towards Purple Flag Status.



### **13. Preferred Option and Why**

#### **Option no 1**

For the reasons stated in paragraphs 2 and 3 above, achieving the Purple Flag status brings positive publicity to the city, increases footfall and encourages further diverse activities. In the last two years, much effort has been put into increasing and developing the diversity of the evening and night-time offer and in ensuring the safety of visitors in the city centre. This furthers our “Pride in Newport” campaign to be a good, safe and welcoming place to visit and enjoy.

#### **Comments of Chief Financial Officer**

The financial costs of the achieving the Purple flag status are minimal over the next few years and will be funded out of existing budgets, however, achieving Purple Flag status could provide a positive financial impact on Newport through increased visitors and expenditure in the City.

#### **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report. Obtaining Purple Flag status would demonstrate that the City Centre now provides an attractive and safe environment for a thriving night-time economy. As such, it is entirely consistent with the strategic objectives of the Council’s Corporate Strategy and Improvement Plan and also the work being carried out in partnership with other agencies, such as the Police and the BID Company, to make the City Centre a safer and more welcoming place to visit, work and live. These critical themes are also pivotal to the work of the PSB and demonstrate the improvements that have been made within the City Centre in recent years. This accreditation would greatly enhance Newport’s reputation in terms of destination management and would assist the Council in meeting its well-being goals and objectives under the Well-being of Future Generations (Wales) Act 2015. There is still some work to be done in order to meet the necessary accreditation criteria, but significant progress has been made already, following the impact of Friars Walk and various crime and disorder strategies, such as the City Centre PSPO. Therefore, the proposal to proceed with this preparatory work and pursue an application for Purple Flag status later in the year is to be supported.

#### **Comments of Head of People and Business Change**

The Purple Flag scheme could contribute to the achievement of duties under the Wellbeing of Future Generations Act 2015. For instance the scheme involves a strong collaborative and integrated approach between the public services, the third sector and the business community to improve wellbeing, movement, place and policy. In terms of wellbeing goals the scheme could also have multiple benefits, particularly in terms of prosperity, resilience, health and culture. The required move towards a more mixed night time economy which attracts a broader age range and appeals to families would build on evidence of improved public perception noted since the opening of the Friars Walk development. Improved perception and good publicity, not least by achieving only the second Purple Flag in Wales can help create the vision for a “vibrant and thriving city centre” set out in key strategies and sustain regeneration over the longer term. This proposal is fully supported.

#### **Wellbeing of Future Generations (Wales) Act 2015**

It will also assist the Council meet its ‘wellbeing goals’ under the Well-being of Future Generations (Wales) Act 2015; in particular the ‘prosperity’ and “Cohesive Communities” goals.

#### **Crime and Disorder Act 1998**

Improving safety and reducing crime and disorder is an integral part of the Purple Flag’s aims.

#### **Consultation**

The Following external groups were represented at the City Centre Purple Flag workshop on 27 Feb 2017 (in addition to Council Officers):

Gwent Police, South Wales Fire, AB Health Board, Street Pastors, the Business Improvement District, Pub-Watch, Newport Live.

## **Background Papers**

[https://www.atcm.org/programmes/purple flag/WelcometoPurpleFlag](https://www.atcm.org/programmes/purple_flag/WelcometoPurpleFlag)

Dated:



# Report

## Cabinet

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### Part 1

Date: March 2017

Item No: See above

### **Subject** Delegation of Interim Executive Powers

**Purpose** To ensure executive powers are delegated to allow any urgent decisions to be taken following the City Council elections and before the appointment of Executive members.

**Author** Head of Democratic Services

**Ward** all

**Summary** Arrangements need to be put into place to ensure that any urgent Executive decisions may be taken if necessary following the City Council elections on 4 May 2017 and before the appointment of Executive members. The Leader of the Council is to be appointed by the Council at the AGM. All other executive appointments are in the power of the Leader once appointed.

It is suggested that all Executive powers should be vested in the Chief Executive during that period. Decisions are to be taken by the Chief Executive only if a decision is required which cannot wait until the appointment of the Leader of the Council or Cabinet Members.

The Chief Executive will only take decisions following consultation with the individual Member of the Council who has been nominated by the Majority Group for recommendation to the Council to be appointed as Leader or in the absence of a political group with an overall majority, in consultation with Group Leaders.

A list of any urgent decisions taken in the interim period, and the reasons for the urgency, will subsequently be reported to Overview and Scrutiny, in accordance with the current urgent matters procedures

No interim scheme of delegation is needed in relation to non-executive decisions because these matters will already be delegated to officers or, in the case of decisions taken by Regulatory Committees; officers are able to take urgent decisions under Standing Orders.

The arrangements will come into force at midnight on 3 May 2017.

**Proposals:**

1. To delegate powers to the Chief Executive to allow any urgent decisions to be taken following the City Council elections and before the appointment of Executive members
2. To confirm that decisions are to be taken by the Chief Executive only if a decision is required which cannot wait until the appointment of the Leader of the Council or Cabinet Members and will only be taken following consultation with the individual member of the Council who has been nominated for recommendation to the Council to be appointed as Leader or in the absence of a political group with an overall majority, in consultation with Group Leaders.
3. To confirm that a list of any urgent decisions taken in the interim period, and the reasons for the urgency, should subsequently be reported to Overview and Scrutiny/ Audit Committee in accordance with the current urgent matters procedures

**Action by** Chief Executive

**Timetable** As required between the election and the appointment of the Leader of the Council

This report was prepared after consultation with:

- Monitoring Officer
- Head of Finance
- Head of People & Business Change

## Background

Arrangements need to be put into place to ensure that any urgent Executive decisions may be taken if necessary following the City Council elections on 4 May 2017 and before the appointment of Executive members

This report suggests that such powers are vested in the Chief Executive, as Head of Paid Service and that decisions are subject to the existing urgent decisions process adopted by the Council.

## Financial Summary

There are no financial implications arising from these proposals

## Risks

You will need to complete the following Risk table

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Providing executive powers to an individual can lead to a misuse of powers	H	L	The report suggests that decisions are to be taken by the Chief Executive only if a decision is required which cannot wait until the appointment of the Leader of the Council or Cabinet Members and will only be taken following consultation with the individual member of the Council who has been nominated for recommendation to the Council to be appointed as Leader or in the absence of a political group with an overall majority, in consultation with Group Leaders. The reasons for the urgent decisions will need to be reported to the Scrutiny Committee	Monitoring Officer
Not providing the interim arrangements There will be no process for taking necessary urgent decisions in the interim	L	M/H	The report sets out a process to be followed	

## **Links to Council Policies and Priorities**

This proposal will allow the Council to be fully prepared for any executive action that is required at this time

## **Options Available and considered**

The alternative option would be not to delegate executive powers in the interim. The delegation of powers could be to another officer. It is suggested the appropriate officer is the Head of Paid Service.

## **Preferred Option and Why**

Since no executive powers will be vested in elected members until the Annual General Meeting of the Council or later, arrangements to allow any urgent decision-making are required. As no members will have executive powers, the best course of action is to vest such powers in an officer. It is suggested that officer should be the Head of Paid Service.

## **Comments of Chief Financial Officer**

There are no financial implications in transferring these powers on an interim basis

## **Comments of Monitoring Officer**

The proposed action is in accordance with the Cabinet's statutory powers to delegate the discharge of executive powers to individual officers under section 15 of the Local Government Act 2000. The term of office of all existing Councillors will end on 8<sup>th</sup> May, four days following the local elections, and although new Members will take up their office upon signing their declaration of acceptance, the Leader and Cabinet Member appointments will not be made until the Council AGM on 16<sup>th</sup> May. Therefore, there will be a short interim period when there will be no Executive empowered to take any urgent decisions that may arise. It is customary, on these occasions, for the Cabinet to grant delegated powers to the Head of Paid Service to take any executive decisions during this period that are too urgent to await the appointment of the new Leader and Cabinet. The reason for the urgency and the need to take any such decisions will have to be reported in due course to Scrutiny Committee. Officers already have emergency powers to take urgent non-executive decisions during this period.

## **Comments of Head of People and Business Change**

There are no staffing implications arising from the report. The proposal will ensure that key decisions continue to be made before the appointment of Executive members. Any decisions will be in line with the requirements of legislation as outlined below.

## **Comments of Cabinet Member**

This is a matter for the Cabinet as a whole.

## **Local issues**

There are no local ward issues

## **Scrutiny Committees**

This is an executive matter not for consideration by the Scrutiny Committees, although any urgent decisions taken in this manner will be subject to scrutiny in the normal manner

## **Equalities Impact Assessment and the Equalities Act 2010**

Not applicable

## **Children and Families (Wales) Measure**

Not Applicable

## **Wellbeing of Future Generations (Wales) Act 2015**

Any decisions taken by the Chief Executive would need to demonstrate that consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act and compliance with legislation.

## **Crime and Disorder Act 1998**

N/A

## **Consultation**

Consultation was with Statutory Officers

## **Background Papers**

None in this instance

February 2017

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# Report

## Cabinet

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### Part 1

Date: March 2017

Item No: see above

**Subject** Work programme

**Purpose** To agree a work programme

**Author** Head of Democratic Services

**Ward** All Wards

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

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

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

The programme has been update to take account of meetings to the AGM in 2018

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

**Proposal** To agree the proposed programme

**Action by** Head of Democratic Services

**Timetable** Immediate

This report was prepared after consultation with:

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

## Background

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

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

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

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

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

## Financial Summary

There is no direct cost to adopting a programme of work

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
No action taken	M	L	This work programming arrangements to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

## Links to Council Policies and Priorities

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

## Options Available and considered

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

## **Preferred Option and Why**

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

## **Comments of Chief Financial Officer**

There are no financial implications in adopting a programme of work

## **Comments of Monitoring Officer**

There are no legal implications in adopting a programme of work

## **Staffing Implications: Comments of Head of People and Business Change**

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

## **Comments of Cabinet Member**

The Chair has approved the report for consideration by cabinet.

## **Local issues**

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

## **Scrutiny Committees**

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

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

## **Equalities Impact Assessment and the Equalities Act 2010**

These proposals need no Equalities Impact Assessment

## **Children and Families (Wales) Measure**

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

## **Wellbeing of Future Generations (Wales) Act 2015**

This is a procedural report but reports contained within the programme will need to show how consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

## **Crime and Disorder Act 1998**

This does not apply to this procedural report

**Consultation**

As set out above

**Background Papers**

N/A

Dated: January 2017

**CABINET WORK PROGRAMME  
2017-8**

Cabinet Meeting	Items for provisional agenda	Lead Officer	Council
Feb 2017	Budget and MTFP Capital Budget Treasury Management Key Stage 4 outcomes (validated). National Categorisation. Work Programme Update ( regular item)	Head of Finance Head of Finance Head of Finance Chief Education Officer Chief Education Officer Head of Democratic Services	<ul style="list-style-type: none"> <li>• Budget and MTFP</li> <li>• Capital Budget</li> <li>• Treasury Management</li> <li>• Social Services and Wellbeing Act: Population Needs Assessment</li> </ul> <p><i>( Council meeting to be held on 2 March 2017 )</i></p>
March 2017	Improvement Plan update Budget Monitoring Treasury Management Pay and Reward Policy Well-being of Future Generations - Well-being Objectives Executive powers at election time EAS Business Plan 2017-18. Work Programme Update ( regular item)	Head of People & Business Change Head of Finance Head of Finance Head of People & Business Change Head of People & Business Change  Head of Democratic Services Chief Education Officer Head of Democratic Services	<ul style="list-style-type: none"> <li>• Scheme of Delegation via Democratic Services Committee</li> <li>• Mayoralty via DSC</li> <li>• Purple Flag -City Centre Night time economy accreditation</li> <li>• Pay and Reward Policy</li> </ul> <p><i>( Council meeting to be held on 4 April 2017 )</i></p>
April 2017	Risk Register Update WAO Action Plan update Work Programme Update ( regular item)	Head of People & Business Change Head of People & Business Change Head of Democratic Services	
May 2017			<ul style="list-style-type: none"> <li>• AGM</li> </ul>
June 2017	Improvement Plan Update WAO Regulatory Fees Early Year End PI Analysis Welsh Language Scheme – Annual Report Equalities Plan – Annual Report Capital Outturn Revenue Outturn	Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance Head of Finance	Welsh Language Scheme – Annual Report Strategic Equalities Plan – Annual Report Democratic Services Committee Annual Report

Cabinet Meeting	Items for provisional agenda	Lead Officer	Council
July 2017	Director of Social Services Annual Report Budget Consultation and engagement process and timetable Risk update Certificate of Compliance 1 WAO Action Plan Revenue Budget Monitor Capital Monitor & Additions	Director of Social Services Head of People & Business Change  Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance Head of Finance	<ul style="list-style-type: none"> <li>• Director of Social Services Annual Report</li> <li>• Scrutiny Annual Report</li> <li>• Standards Committee Annual Report</li> </ul>
August 2017	No meeting	No meeting	No meeting
September 2017	Corporate Plan Improvement Plan Year End Review Improvement Plan Quarter 1 Treasury Management	Head of People & Business Change Head of People & Business Change Head of People & Business Change Head of Finance	Equalities Plan – Annual Report
October 2017	WAO Annual Improvement Report Risk Update Final Year End Analysis of PIs (All Wales Data) Revenue Budget Monitor Capital monitor & Additions	Head of People & Business Change Head of People & Business Change Head of People & Business Change  Head of Finance Head of Finance	•
November 2017	Education and Pupil Performance data Mid-Year Analysis of PIs WAO Action Plan Update	Chief Education Officer Head of People & Business Change Head of People & Business Change	•
December 2017	Revenue Budget and MTFP Improvement Plan Update Certificate of Compliance – letter 2	Head of Finance Head of People & Business Change Head of People & Business Change	•
January	Risk Update Revenue Budget Monitor Capital Budget Monitor	Head of People & Business Change Head of Finance Head of Finance	•

2018	Work Programme Update ( regular item)	Head of Democratic Services	
<b>Cabinet Meeting</b>	<b>Items for provisional agenda</b>	<b>Lead Officer</b>	<b>Council</b>
February 2018	<ul style="list-style-type: none"> <li>I. Budget and MTFP</li> <li>II. Capital Budget</li> <li>III. Treasury Management</li> <li>IV. Local Wellbeing Plan</li> <li>V. Work Programme Update ( regular item)</li> </ul>	<ul style="list-style-type: none"> <li>I. Head of Finance</li> <li>II. Head of Finance</li> <li>III. Head of Finance</li> <li>IV. Head of People and Business Change</li> <li>V. Head of Democratic Services</li> </ul>	•
March 2018	<ul style="list-style-type: none"> <li>I. School Categorisation</li> <li>II. Improvement Plan Update</li> <li>III. WAO Action Plan Update</li> </ul>	<ul style="list-style-type: none"> <li>1. Chief Education Officer</li> <li>2. Head of People &amp; Business Change</li> <li>3. Head of People &amp; Business Change</li> </ul>	•
April 2018			•

