

Agenda



Cabinet

Date: Wednesday, 14 June 2017

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

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

Item		Wards Affected
1	<u>Agenda yn Gymraeg</u> (Pages 3 - 4)	
2	<u>Apologies for Absence</u>	
3	<u>Declarations of Interest</u>	
4	<u>Minutes of the Last Meeting</u> (Pages 5 - 6)	
5	<u>Welsh Language Monitoring Report 2016-17</u> (Pages 7 - 20)	All Wards
6	<u>Strategic Equality Plan - Annual Report</u> (Pages 21 - 64)	All Wards
7	<u>Early Year End Performance Indicator Analysis</u> (Pages 65 - 72)	All Wards
8	<u>Improvement Plan 2016-18: Quarter 4 Update</u> (Pages 73 - 108)	All Wards
9	<u>Revenue Budget Out-Turn 2016-17</u> (Pages 109 - 190)	All Wards
10	<u>Capital Budget Out-Turn</u> (Pages 191 - 204)	All Wards
11	<u>Treasury Management</u> (Pages 205 - 218)	All Wards
12	<u>Agreed Internal Sign Off Process for Welsh Government and NCC Joint Venture Monies</u> (Pages 219 - 224)	All Wards
13	<u>Cabinet Work Programme</u> (Pages 225 - 230)	

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Agenda

Cabinet

Dyddiad: 14 Mehefin 2017

Amser: 4 y.p.

Lleoliad: Ystafell Bwyllgor 1 - Y Ganolfan Ddinesig

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

Eitem	Wardiau Dan Sylw
1 <u>Agenda yn Gymraeg</u>	
2 <u>Ymddiheuriadau am absenoldeb</u>	
3 <u>Datganiadau o fuddiant</u>	Pob Ward
4 <u>Cofnodion</u>	Pob Ward
5. <u>Adroddiad Monitro'r Gymraeg 2016-17</u>	Pob Ward
6 <u>Cynllun Cydraddoldeb Strategol – Adroddiad Blynyddol 2016-17</u>	Pob Ward
7 <u>Dadansoddiad Dangosydd Perfformiad Diwedd y Flwyddyn</u>	Pob Ward
8 <u>Cynllun Gwella 2016-18: Diweddariad Chwarter 4</u>	Pob Ward
9 <u>Canlyniad Cyllideb Refeniw 2016-17</u>	Pob Ward
10 <u>Canlyniad Cyllideb Cabinet 2016-17</u>	Pob Ward
11 <u>Rheoli'r Drysorfa</u>	Pob Ward
12 <u>Proses Cymeradwyo Gytunedig Fewnol ar gyfer Arian Menter ar y Cyd Llywodraeth Cymru a Chyngor Dinas Casnewydd</u>	Pob Ward
13 <u>Rhaglen Waith</u>	Pob Ward

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Minutes



Cabinet

Date: 24 April 2017

Time: 11.00 am

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

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

1 **Declarations of Interest**

No declarations of interest were made.

2 **Minutes**

The minutes of the meetings held on 20 March and 29 March 2017 were confirmed as a true record by the Cabinet and signed by the Chair of the Cabinet.

3 **Councillor Bob Poole's Retirement**

As this would be the last Cabinet meeting before the election, the Leader paid tribute to the Cabinet Member for Regulatory Functions, who would be retiring shortly. Recognising his 34 years of public service, including an audience with the Queen during his mayoral year, the Leader wished Councillor Poole all the very best for a long and healthy retirement. Councillor Poole responded with thanks to his colleagues and friends for their support during his time in office.

4 **Corporate Risk Register Update**

The Leader introduced the report which presented the latest position regarding the Council's Corporate Risk Register.

The Chief Executive confirmed that there were no significant changes to note since the last update. A full review of the risk register was due as part of the service planning process, and would be reported with the next Cabinet update scheduled for July 2017.

Cabinet discussed Risk 2: Increasing Ageing Population, and the work being done, within the Council and in collaboration with partners, to mitigate against this risk. Cabinet Members also highlighted the significant contribution of unpaid carers in this area. Although the ageing population was a nationwide issue, and represented an on-going operational and financial risk to the Council, it was considered that the authority was in a strong position to deal with this continuing challenge and the associated pressure on budgets. This area would continue to be flagged as a risk to ensure it was being properly managed and mitigated.

Decision:

To note the contents of the Corporate Risk Register and request an annual review of the contents of the risk register at the July 2017 meeting.

5 Wales Audit Office Recommendations: Action Plan Update

The Leader introduced the report, which outlined the progress made by the Council in addressing the recommendations made to it by the Wales Audit Office as part of the Corporate Assessment process. The Leader highlighted the positive progress made since the first Corporate Assessment report, with many actions completed and others due to be signed off shortly. One area still requiring some improvement was around Member Development. In response, and in the event that this Administration regained power on 4 May, the Leader announced that a Cabinet Member post would be allocated with specific responsibility for Member Development, to ensure that all Members received training and support that met the needs of a 21st century Councillor.

The Chief Executive highlighted that the Council was the first to go through the Corporate Assessment process, and progress had been made in all areas. The Head of People and Business Change confirmed that three of the seven original recommendations had been signed off completely, and a further three were close to being completed. Some work was still required around member development, which would be progressed following the election. Quarterly updates would continue so Cabinet could be assured of ongoing progress.

Cabinet Members congratulated staff on the excellent progress made against the WAO recommendations. The Leader also highlighted that Member role descriptions had been approved at the last Council meeting, which would further contribute to progress in the area of member development.

Decision:

To note the progress made towards meeting the recommendations and proposals for improvement, and request further quarterly monitoring reports on progress.

6 Work Programme

The Cabinet work programme up to May 2018 was presented and agreed by the Cabinet.

Decision:

To adopt the suggested programme.

7 Final Cabinet Meeting

In concluding the final Cabinet meeting of this Council term, the Chair of Cabinet thanked her Cabinet colleagues for their support during her year in the Leader's office. The Leader paid tribute to Councillor Bob Bright and his leadership during the first four years of this Council term, including the negotiations for, and completion of, the Friar's Walk redevelopment. Thanks were extended to all colleagues for their support and hard work, including the Chief Executive and the senior leadership team, as well as all staff from the whole authority.

The meeting terminated at 11.30am.



Report

Cabinet

Part 1

Date: 12 June 2017

Subject Annual Welsh Language Monitoring Report 2016-17

Purpose This report reflects Newport City Council's progress on its Welsh language commitments during the financial year 2016-17.

To approve the attached monitoring report to be published on the council's website.

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

Ward All

Summary The Council is required to report annually on its progress in complying with the Welsh Language Standards under the Welsh Language (Wales) Measure 2011.

This report covers the first full year of implementation, following the implementation date for the majority of the standards (being 30th March 2016). The council engaged with the Welsh Language Commissioner over their allocation of Standards and has systematically addressed all the Standards with which we are expected to comply.

The report provides Cabinet with an overview of the Council's progress in meeting the Welsh Language Standards.

Proposal To approve the attached report and publish it on the Council's website in accordance with statutory deadlines.

Action by Head of People and Business Change, Heads of Service

Timetable Immediate

This report was prepared after consultation with:

Corporate Directors
Cabinet Member for Assets & Member Development (Deputy Leader)
The Council's Welsh Language Implementation Group

Signed Head of People and Business Change

Background

Legal context

This report reflects Newport City Council's progress on its Welsh language commitments during the financial year 2016-17. This year has been the first full year of implementing the majority of the Standards which came to force on the 30th of March 2016.

The report presents data required by the Standards and will be published by 30th June in compliance with Standard 158. The report will be publicised following approval by Cabinet and we will ensure that a copy is available online and in public offices as required by Standard 170.

Risk

The implementation of the Welsh Language Standards remains on the council's Risk Register although the risk level has been reduced. To address the risk we have planned for and implemented the Standards in a systematic way.

Governance and management

A Welsh Language Implementation Group of service area representatives chaired by the Head of People and Business Change, reports to the Strategic Equalities Group, which was chaired by Cabinet Member for Finance and Resources. Progress is reported and monitored by the Strategic Leadership Team and Cabinet. A briefing note on implementation was received by Cabinet Member and Heads of Service in February 2017 in order to present our current position and focus attention on areas of risk.

Challenging the Standards

We have challenged some Standards in advance of their implementation date of 30th March 2016. Many of these challenges have been accepted by the Welsh Language Commissioner and some have been amended, however, there remains a lack of parity across local authorities. As we've outlined in our official challenge, due to current workforce skill level and the current software systems employed by the authority we have issues achieving full compliancy with all standards at all times.

Positive attitudes

It is fair to say that there has been a perceptible change in attitude towards the Welsh language across the council in the last year. We have undertaken a lot of work to make the Welsh language more visible and with the roll-out of bilingual greetings using incidental Welsh has become more normal. Senior figures use Welsh in public events, and the Leader of the Council regularly speaks Welsh in Council and Cabinet, leading through example. Feedback from the staff conference in October 2016 suggested that staff felt increasingly confident in offering and delivering bilingual services.

Developments

We are pleased that the main areas of work identified in last year's annual report have been addressed: developing a bilingual website for the council, developing a 5 year Strategy to promote the Welsh language and developing a sustainable translation service. In developing the 5 Year Welsh Language Strategy for Newport we've had the opportunity to engage stakeholders and we will continue to engage people through the Strategy in order to make Newport a Welsh language friendly city.

The following are challenges identified for the coming year:

- improving the way we engage with staff
- improving the way we identify and record choice of language and complaints
- testing our ability to deliver Welsh medium services

- implementing the Workforce Development Strategy to further support and make better use of Welsh speakers
- identifying more Welsh speaking customer services operatives for front line services
- developing integrated guidance in impact assessments
- implementing the Welsh Language 5 Year Strategy
- developing a fully bilingual website for the authority
- maintaining the momentum for change

Furthermore we need to develop better monitoring systems to ensure that the procedures that we have put in place facilitate the intended outcome: greater use of the Welsh language.

Financial Summary

The cost of implementing the Welsh Language Scheme is largely met out of existing budgets by each relevant service area. The majority of the actions relate to work already identified in service improvement plans, for example workforce monitoring. In 2016/17 an additional £280,000 was put into base budgets to deliver the Welsh Language Standards, with most of that amount ear-marked for developing a sustainable translation service. Service Areas will need to continue to ensure sufficient resource is allocated to meeting the requirements for service provision.

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 Welsh Language Standards in their entirety are not implemented	H	L	Governance of the WL Scheme / Standards and Equalities is strengthened through the WL Implementation Group and Strategic Equalities Group. Resources identified for implementation and translation provision.	Heads of Service Head of People and Business Change
That the Standards are not understood by employees	H	L	The WL internal communications strategy is a visible campaign that engages managers and employees. Training on WL awareness is mandatory for managers	Head of People and Business Change
The website needed to be bilingual	M	H	Website translation is commissioned and information prioritised but will not be complete in the coming year. This work will continue to be a priority.	Head of People and Business Change Head of Streetscene

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

As detailed in the body of the report, 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

- a) To approve the attached report and publish on the council's website
- b) To not approve the attached report.

Preferred Option and Why

Option a) is the preferred option, in order to ensure that the council remains compliant with its statutory obligations.

Comments of Chief Financial Officer

There are no further financial consequences arising from this report in relation to existing plans and strategies but Cabinet will be aware that there is a budget as well as a reserve which has been made available for the new standards and requirements.

Comments of Monitoring Officer

The Council has a statutory duty under the Welsh Language (Wales) Measure 2011 to comply with prescribed Welsh language standards in relation to the delivery of public services, policy making and record keeping. The Council is required to report annually on progress in meeting the Welsh Language Standards and publish the report in accordance with standard 158. This report sets out the action taken to comply with this duty and the progress, to date, in implementing the relevant standards for the first full year since they were introduced in March 2016. It demonstrates that the Council has responded to the requirements of the Measure and the prescribed standards in a systematic way and that the main areas of work identified in last year's annual report have been addressed in relation to the development of a bilingual website, developing a 5 year Strategy to promote the Welsh language and developing a sustainable translation service. However, further progress will be required in the next 12 months.

Comments of Head of People and Business Change

This annual report both reflects the positive distance travelled by the authority in delivering bilingual services and meeting the Welsh Language Standards, while also highlighting the work left to be done. The authority has taken a holistic approach to implementing change, allocating responsibility to service areas and putting governance arrangements in place through the Welsh Language Implementation Group and the Strategic Equalities Group. Developments in our Organisational Development provision also support this change.

Comments of Cabinet Member

Implementation of the Welsh Language Standards is a significant challenge for the Local Authority and I am pleased with the progress being made. We recognise that further work is required but the report demonstrates progress and our ongoing commitment.

Local issues

Not applicable.

Scrutiny Committees

Not applicable.

Equalities Impact Assessment and the Equalities Act 2010

No Fairness & Equalities Impact Assessment (F&EIA) is necessary for the annual report. Equalities and Welsh language agenda are well aligned and actions in the report referring to F&EIA in Newport will consider both together.

The Welsh Language Standards are congruent with equalities legislation as outlined in the report

Children and Families (Wales) Measure

No consultation was needed for this report.

Wellbeing of Future Generations (Wales) Act 2015

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 implications of the Act are understood and can be embedded in the Council's ways of working.

The wellbeing objectives for Newport City Council include Welsh Language requirements, linked to the 5 year Welsh Language Strategy.

Crime and Disorder Act 1998

Not applicable.

Background Papers

Welsh Language Standards

Welsh Language annual report 16/17

5 Year Welsh Language Strategy

NCC Well-being Objectives and Well-being Statement

Dated: 22nd May 2017

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Newport City Council

Welsh Language Annual Report

2016-2017

Mae'r ddogfen hon ar gael yn Gymraeg

This document is available in Welsh

I gael copi o'r ddogfen yma mewn unrhyw fformat arall e.e. Breil, Print Bras cysylltwch â:

To receive a copy of this document in any other format
e.g. Braille, Large Print etc. contact:

info@newport.gov.uk

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Legislative Context

This annual report has been prepared in accordance with Welsh Language Standards 158, 164 and 170. This report will highlight how Newport City Council (NCC) has complied with the Welsh Language Standards given to us by the Welsh Language Commissioner in Newport's Compliance Notice.

As well as outlining the authority's general compliancy, this report also contains the specific information required by the Standards. This data includes the number of complaints we have received, the Welsh language level of our staff, the training we offer through the medium of Welsh and the level of Welsh we require on all vacant and new posts we have advertised during the financial year.

Newport City Council Annual Summary

The Welsh Language Standards have provided NCC with the impetus to rise to the Welsh Government's challenge of delivering entirely bilingual public services. This annual report both reflects the positive distance travelled by the authority in reaching this aim, while also highlighting the work left to be done.

The authority has taken a holistic approach to implementing change, allocating responsibility to service areas and putting governance arrangements in place through the Welsh Language Implementation Group and the Strategic Equalities Group.

Over the course of this financial year notable progress has been made on a number of fronts; the Welsh language now has an allocated budget, dedicated project management and effective governance in place to implement the required changes. Staff members are greeting the public bilingually and feedback from the staff conference in October 2016 indicated that staff felt increasingly confident in offering and delivering bilingual services. This shift towards bilingualism has been facilitated by the implementation of a centrally funded translation service, which efficiently translates a huge volume of material for the authority.

However, as was outlined in our official challenges to the Commissioner's Compliance Notice, limitations in our current software systems and the limited Welsh language ability of our staff has meant we have not been able to achieve full compliancy with all standards. Newport City Council will need to keep up momentum in the coming financial year to ensure we deliver uniform implementation of Welsh language standards.

The authority has identified a number of actions which will help us keep pace in the coming year, these include:

- improving the way we engage with staff
- improving the way we identify and record choice of language and complaints
- testing our ability to deliver Welsh medium services
- implementing the Workforce Development Strategy to further support and make better use of Welsh speakers
- identifying more Welsh speaking customer services operatives for front line services
- developing integrated guidance in impact assessments
- Implementing the Welsh Language 5 Year Strategy
- developing a fully bilingual website for the authority
- maintaining the momentum for change

Summary 1: Service Delivery Standards

A review of our compliance with Service Delivery Standards demonstrates the positive progress NCC has made in delivering bilingual services to members of the public. However, this is also the standard grouping which represents the highest risk to the authority, as these are our most 'public facing' standards. In light of this, the authority will seek to develop and implement a mystery shopping programme which tests the resiliency of our Welsh language services over the next 12 months.

Summary 2: Policy Making Standards

Improved direction relating to Policy Making standards will be issued to staff through our Fairness and Equality Impact Assessment (FEIA) guidance, which will be made available on our intranet and widely publicised amongst council staff. This guidance will strengthen the prominence of the Welsh language alongside other equalities considerations and will ensure that accountable officers fully understand the implications of the Welsh Language Standards on any change to policy or on any proposal that will affect people and/or service delivery.

Guidance on awarding grants and contracting will also be developed and this will be the subject of an internal task and finish group in the coming year.

Summary 3: Operational Standards

The authority feels it is largely compliant with these standards. In the coming year we will focus on developing staff skills and creating a work environment which facilitates the use of incidental Welsh through a positive staff communications strategy.

Summary 4: Promotion Standards

In March 2017 Cabinet and Council approved the [5 Year Welsh Language Strategy](#) for the city. The Strategy is available on the authority's website, and lays out how we will promote Welsh over the next five years.

Summary 5: Record Keeping

The authority assesses that is compliant in this area. However, we are in the process of developing a new Customer Relationship Management system which will improve the way we record complaints and customer information in regard to language choice.

Staff Skills

The authority collects information on the Welsh speaking ability of its staff by asking them to voluntarily record their skill level via the Employee Self-Assessment portal. As of 31/03/17 the authority employed 6147 staff, including staff in schools. Outlined in the table below is a breakdown of their known Welsh language ability.

Welsh language skills of all known NCC Employees as at 31/03/16

Headcount
6,147

Welsh Competency	NO. OF EMPLOYEES BY SCORE				No Record
	None	Beginner	Intermediate	Advanced	
Welsh Language - Reading	2,782	1,135	210	158	1,833
Welsh Language - Spoken	2,574	1,324	210	183	1,856
Welsh Language - Understand	2,606	1,272	224	193	1,852
Welsh Language - Written	2,830	1,079	198	171	1,869
Average percentage of Headcount	43.9%	19.6%	3.4%	2.9%	30.1%

Below is a summary of the distribution of staff Welsh skills across different service areas. As is demonstrated in the table, the authority currently has a higher concentration of staff with Welsh skills working in schools than we do in other council services.

Welsh speakers by service area	Welsh Competency Level				
Service Area	Competency	Advanced	Beginner	Intermediate	None
Adult & Community Services	Welsh Language - Spoken	6	27	5	257
Children and Young People Services	Welsh Language - Spoken	5	43	5	218
Education	Welsh Language - Spoken	5	46	5	150
Finance	Welsh Language - Spoken	1	16		60
Law & Regulation	Welsh Language - Spoken	8	33	4	167
People & Business Change	Welsh Language - Spoken	4	20	4	90
Regeneration Investment & Housing	Welsh Language - Spoken	16	140	14	256
Schools	Welsh Language - Spoken	137	976	168	1150
Strategic Directors	Welsh Language - Spoken		2		3
Streetscene & City Services	Welsh Language - Spoken	4	25	5	245
Total		186	1328	210	2596

Training

In accordance with standard 128, the authority offers a number of Welsh language training sessions. During the 2016-2017 financial year, the authority offered 4 Welsh medium corporate training courses. These included: Performance Management training, Corporate Induction, Health and Safety for Managers and Corporate Management.

However, none of these courses were delivered as no members of staff requested them. As such 0% of the staff attending a course attended a Welsh version.

New Posts

Over the course of the 2016-2017 financial year NCC advertised 842 vacant and new posts. Below is a table outlining the Welsh language requirements associated with these jobs. This data includes both core council staff and staff working in schools.

Welsh Competency requirements on new posts (all posts)

Number of new posts
842

Welsh Competency requirement	Number	Percentage of total
Essential	51	6.1%
Desirable	270	32.1%
Not necessary	520	61.8%
To be learnt in post	1	0.1%
Total	842	

If we were to remove staff working within schools from this dataset and focus solely on core council staff we can observe a slight drop in the percentage of posts in which Welsh is 'Essential' and 'Desirable'. This suggests that we have a higher proportion of Welsh Essential and Desirable posts being advertised in schools than we do in core council services.

Welsh Competency requirements on new posts (excluding schools)

Number of new posts
600

Welsh Competency requirement	Number	Percentage of total
Essential	25	4.2%
Desirable	189	31.5%
Not necessary	385	64.2%
To be learnt in post	0	0.0%
Total	600	

Complaints

No complaints were received about Welsh language service delivery standards, operational standards nor policy making standards via our Customer Service Management system. However 2 complaints were received directly by the Welsh language officers, one of these related to policy making standards and concerned the number of staff available on our Welsh speaking phone line and the other related to the covering of a Welsh language sign in our car parks. An annual report on customer complaints data will be taken to Cabinet in September 2017. We recognise the need to develop further the recording of Welsh language complaints.

Over the past financial year NCC has dealt with 1 complaint from the Welsh Language Commissioner's office regarding non-compliance with standards. This complaint related to the lack of provision by the authority of Welsh medium swimming lessons which are delivered through a partnership with Newport Live, and as of 31st March 2017 was still on-going.

Date: 22nd May 2017
Author: Welsh Language and Equalities Project Officer

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Report

Cabinet

Part 1

Date: 14 June 2017

Subject Strategic Equality Plan – Annual Report 2016-17

Purpose To inform Cabinet of the council's progress in meeting the general equality duty set out the Equality Act 2010 and public sector duty for Wales.

Author Head of People and Business Change

Ward All

Summary Council approved the Strategic Equality Plan (SEP) in March 2016 to comply with the Equality Act 2010 and the Statutory Duties (Wales) Regulations 2011. It set out how we apply the law to the council's work, and our commitments to make progress on nine equality objectives as outlined in the report.

Public authorities have to produce an annual report and publish it within a year of the year end at 31st of March. This is the report for April 2016 to March 2017.

This annual report covers the 1st year of the new Strategic Equalities Plan, and provides an update on equalities work across the Council.

Proposal To note the attached report and progress made against the Equality Objectives.

Action by Heads of Service

Timetable Immediate

This report was prepared after consultation with:

Corporate Directors
 Relevant service managers
 Cabinet Member for Assets & Member Development (Deputy Leader)
 Strategic Equalities Group

Signed Head of People and Business Change

Background

This report is the first annual report on the progress Newport City Council has made towards meeting the Equality Objectives set out in the authority's second four year Strategic Equality Plan (SEP) (available here) as approved by Council 3rd March 2016.

This report demonstrates the positive progress Newport City Council has made over the past year towards meeting the nine Equality Objectives laid out in the 2016 Strategic Equality Plan. As the lifetime of the strategy extends over four years, we would not expect to have delivered on all outcomes at this point in time, however the progress made is encouraging.

Following the approval of the SEP in 2016, the authority re-convened the member-led Strategic Equality Group (SEG) which meets on a quarterly basis to take a strategic lead on the implementation of the equalities agenda. Through the SEG, progresses on the equality objectives are monitored throughout the year.

In this report there are sections on the nine Equality Objectives, information on how the council collects and uses equalities information, and employment data as required by the Equality Act 2010.

Section 1 Equality Objectives

In summary, work under the equality objectives is on course and the objectives remain a priority for the authority. Ensuring fair outcomes is at the heart of the council's work and is a driver in decision making.

In 2016 the council selected nine equality objectives on which to focus the work and make the most difference and grouped the objectives in line with the goals of the Well-being and Future Generations Act.

A more equal Wales

- Diversity in the workplace
- Engagement and democratic participation
- Improving Access to Services
- Tackling Poverty

A Wales of cohesive communities

- Cohesive Communities and tackling hate crime
- Domestic Abuse and Sexual Violence
- Homelessness

A Wales of vibrant culture and thriving Welsh Language

- Compliance with the Welsh Language Standards
- Corporate Compliance

The attached annual report provides further detail on the progress against the actions and measures.

Section 2: Equalities Data: from data collection to service delivery

Newport City Council uses data at every step of its decision making process and sees data as a vital tool in the fulfilment of its public sector duties to promote equality of opportunity and good community relations, while also helping us eliminate discrimination, harassment and victimisation. This section will look at the role of on our equalities data in three stages:

- Collecting data; how the authority collects data on protected characteristics, the Welsh language and Well-being of Future Generations

- Evaluating data; how the authority uses data through our internal processes like Fairness and Equality Impact Assessments
- Using data; how the authority uses relevant equality information to set strategic direction and meet our equality objectives

Section 3 Workforce profile

Workforce statistics are required under the specific duties and is attached to the annual report.

Workforce monitoring is mainstreamed in the HR/ payroll system, which was upgraded in 2012. Job applications are now online and equality monitoring is included on the system although there is a 'prefer not to say' option for those who wish not to. Additional equality categories have been added in-line with the Equality Act 2010, including sexual orientation and religion or belief.

Monitoring progress

The report attached outlines progress made against each of the strategic objectives. This is also monitored by the Strategic Equalities Group, considering each equality objective and where appropriate receiving information from relevant service managers, and partner organisations,

Financial Summary

The cost of implementing the Strategic Equality Plan and the Equality Objectives is met out of existing budgets by each relevant service area. The majority of the actions relate to work already identified in the Service Improvement Plans, for example workforce monitoring or occur in projects that have already been approved and prioritised, such as domestic abuse and hate crime.

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs (Income)					Not applicable
Net Costs (Savings)					
Net Impact on Budget					

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the Plan is not implemented	M	L	Priorities identified in the Plan are included in service area plans and partnership plans and monitored primarily through existing governance arrangements.	Heads of Service
That equality commitments are not understood by employees	M	L	Employees are aware of their responsibilities through the usual management structures. The Strategic Equalities Group provides a monitoring role against the SEP and this ensures that lead officers are	Head of People and Business Change

			aware of their roles in incorporating equality commitments across service delivery.	
That Equality Objectives are implemented and reviewed	M	L	Progress against equalities objectives are reported on regularly to the Strategic Equality Group	Head of People and Business Change

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Strategic Equality Plan 2016-2020 supports the organisation in meeting its equality duty under the 2010 Equality Act and the Statutory Duties (Wales) Regulations 2011. The SEP is linked to the Welsh Language Scheme and incorporates our commitments relating to the Human Rights Act 1998 and the Well-being of Future Generations Act. Equality and fairness are guiding principles that underpin the Corporate Plan and Single Integrated Plan.

Options Available

The options available are:

1. Accept and note the progress identified in the Annual Report appended to this report
2. Not accept the Annual Report and request further information.

Preferred Option and Why

The preferred option is 1. The Annual Report provides a review of the previous year and context for planning future work and is already mainstreamed through council strategies and service plans.

Comments of Chief Financial Officer

There are no financial consequences arising from this report. However, Fairness & Equality Impact Assessments are included in business cases during the Medium Term Financial Plan process when applicable.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. In accordance with the Equality Act 2010 the Council is required to publish an annual report setting out progress made and the effectiveness of the actions taken to meet its public sector equality duty and specific objectives. The general public sector equality duty requires the Council to have due regard in the exercise of its functions, to the need to eliminate discrimination, harassment, victimisation and other prohibited conduct and to advance equality of opportunity and to foster good relations. Regulations made by the Welsh Ministers impose specific duties on local authorities in Wales for the purpose of enabling better performance of these general duties. These include the duty to publish objectives designed to enable the authority to perform the statutory duty, to publish a statement setting out steps taken or intended steps in order to fulfil each objective and how long the authority will take in order to fulfil each objective.

This report provides an update of the first year of delivery against the Strategic Equalities Plan 2016-2019.

Comments of Head of People and Business Change

This report demonstrates that the Council considers the equalities on a strategic level and has governance arrangements in place with the Strategic Equality Group, to ensure successful delivery. The equalities agenda also forms part of our wider partnership and corporate priorities, and is in line with the requirements of the Wellbeing of Future Generations Act.

Comments of Cabinet Member

This report provides a summary of the work that has been done in delivering the first year of the new plan. The Strategic Equalities Group has played a key role that each objective is reviewed annually and progress updates are provided by lead officers from across the authority. We will continue to progress this work over the next 12 months and continue to mainstream equalities across service delivery.

Local issues

Not applicable

Scrutiny Committees

Not applicable

Equalities Impact Assessment and the Equalities Act 2010

A Fairness & Equalities Impact Assessment (F&EIA) is not required for the annual report. Equalities and Welsh language agenda are well aligned and actions in the report referring to F&EIA in Newport will consider both together.

Children and Families (Wales) Measure

No specific requirement to consult with Children and Young People, however actions arising from strategic equalities developments that directly affect children and young people will continue to be monitored by the Strategic Equalities Group.

Wellbeing of Future Generations (Wales) Act 2015

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 implications of the Act are understood and can be embedded in the Council's ways of working.

Work towards the strategic equalities plan objectives includes working in partnership with other organisations, in line with the sustainable development principle, and the work contributes to a number of the wellbeing goals.

Consultation

Consultation with the public was undertaken for the development of the new Strategic Equalities Plan 2016-2019.

Crime and Disorder Act 1998

Not applicable.

Background Papers

The Strategic Equality Plan 2012

Strategic Equalities Plan 2016-2019 (Cabinet Report February 2016)

Strategic Equalities Annual Report 2015-2016

Dated: 22 May 2017

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NEWPORT CITY COUNCIL

Newport City Council Strategic Equality Plan and Equality Objectives

Annual Report 2016 – 17

Welsh Language and Equalities Officer

info@newport.gov.uk



Mae'r ddogfen hon ar gael yn Gymraeg. Mae fformatau eraill ar gael ar gais.
This document is available in Welsh. Other formats are available on request.

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Introduction

In March 2016, a new Strategic Equality Plan (SEP) was published by Newport City Council identifying nine equality objectives that the authority would measure itself against over the next four years. The objectives chosen were based on the work that had been delivered in the previous Equality Plan and as well as the Welsh Language Scheme. This has been done in line with the new ways of working as outlined in the Well-being of Future Generations Act.

Public authorities have to produce an annual report and publish it within a year of the year end at 31st of March. It sets out how we apply the law to the council's work, and our progress in relation to the actions that have been set out against the equality objectives in the SEP.

This report summarises the first year progress we have made as an Authority towards meeting our equality objectives. Progress on the plan is monitored by the Strategic Equalities group, chaired by the Cabinet Member and membership includes representation from the Fairness Commissions, elected members, Heads of Service and lead officers.

The report includes equalities data pertaining to our own staff and this enables us to gauge the extent to which we are representative of the community we serve as well as highlight actions that we need to take in order to better represent our electorate. We have also included information on how the authority collects data and uses the information in setting strategic direction, services planning and within the decision making process.

In the past 12 months we have made positive progress towards meeting our equality objectives and evidence some of the hard work that have been carried out to promote equality of opportunity for all.

Highlights Include:-

- Development of the Workforce Planning Template and data dashboard
- Publishing our 5 Year Welsh Language Strategy
- Continued reduction in the number of young people who are NEET (Not in Education, Employment and Training)
- Established a support team to deliver the Home Office Syrian Refugees Resettlement Scheme
- Improved engagement with our Deaf Community
- Deliver 'Ask and Act' training in order to improve awareness of Domestic Abuse
- Responding to over 3,200 referrals to the accommodation-based and floating support services

The report considers each of the equalities objectives as outlined in the SEP and progress made in the last year.

Equality Objectives

Well-being goals and Newport City Council Equality Objectives	
A more equal Wales	
1	Diversity in the workplace – Engaging Employees The Council's workforce will be representative of the population we service and the workforce are involved in decisions that affect them
2	Engagement and democratic participation We will involve people in the development of Council services that affect them and base Council decisions on what people need
3	Improving Access to Services People can access all the Council services and activities that they need in terms of physical access and communication access etc.
4	Tackling Poverty We will work to reduce poverty, especially persistent poverty amongst some of our poorest people and communities, and reducing the likelihood that people will become poor
A Wales of cohesive communities	
5	Cohesive Communities and tackling hate crime People feel they are a part of Newport society and live their lives free from abuse and harassment.
6	Domestic Abuse and Sexual Violence People who are subject or witness to domestic abuse are supported by the Council and its partners in their current situation, and through any changes they wish to make.
7	Homelessness To provide a safe, supporting, empowering and non-judgemental environment for homeless and marginalised people so that they can achieve their potential
A Wales of vibrant culture and thriving Welsh language	
8	Compliance with the Welsh Language Standards We will promote our bilingual public services and increase the use of Welsh in Newport
9	Corporate Compliance Strategic leadership, governance arrangements, ensuring standards are high and consistent across all the council and areas of responsibility.

Equality Objective 1

Diversity in the Workplace- Engaging Employees <i>A more Equal Wales</i>	
The Council's workforce will be representative of the population we service and the workforce are involved in decisions that affect them	
Action 1	Develop a Workforce Planning Template
Action 2	Create a workforce data dashboard to compare workforce with Newport population Develop a Strategy to address areas of difference
Action 3	Identify partner organisations to work with on representation of different people
Action 4	Engage staff on matters that affect them

Summary

In the past year, the authority has carried out a large amount of work around employee engagement and has collated staff data to develop the Workforce Planning Template and data dashboard. We have also identified four strands of work within our Workforce Planning, these are:-

1. Develop succession planning practices
2. Nurture and develop talent
3. Build cross functional teams and upskill employees to enable the effective implementation of change
4. Ensure the workforce is more representative of the population we serve through targeted intervention

It is essential that the Council develops an understanding of both its current workforce and its future workforce needs in order to deliver its strategic objectives. The above strands of work represent vital practices in developing a robust workforce strategy to make our organisation resilient in the future.

Action 1

The workforce planning template has now been established as an integral part of service area planning, utilising workforce data collated over the year. Actions are then set to ensure service areas address and engage with issues which relating to service area objectives and budgetary targets.

Action 2

The workforce data dashboard is now established and is reviewed annually along with the Workforce Planning Template as part of annual service area planning. The data allows service areas to identify targeted interventions, ensuring that the workforce continues to be representative of the population we serve.

Through the annually completed Workforce Plan template and the Workforce Data Dashboard, we are developing a strategy to address areas of over and under representation (including an

apprenticeship scheme). This enables us to take appropriate targeted intervention to ensure the workforce continues to be more representative of the population.

All employee workforce data, including data on diversity and protected characteristics, is now recorded and published annually. A Workforce Planning Strategy is being developed as a theme under the Council's overarching People Plan 2017-22.

Action 3

This is already featured within our workforce plan and strong relationships with our partner organisations have been built to ensure additional representation from underrepresented groups.

Action 4

The authority has drafted five engagement strands that will form part of the People Plan 2017-2022 and have already begun working on the practical elements of the plan. These include things like increasing the number of focus groups that are held with staff members, involving employees in Head of Service recruitment, refreshing the communication channels that exist between staff and senior management, and considering how to utilise technology to improve communication with staff.

Newport City Council is committed to having effective, meaningful and two way communication across a range of channels. Our 2015/16 staff survey revealed employee engagement as broadly positive, and we are about to issue a recap over the last 12 months of suggestions received by the workforce and respond on a 'you said, we did' basis to demonstrate evidence of our listening culture.

Equality Objective 2

Engagement and democratic participation	
<i>A more equal Wales</i>	
We will involve people in the development of Council services that affect them and base Council decisions on what people need	
Action 1	Develop a Public Engagement Strategy to support the Response Analysis required under the Well-being of Future Generations Act
Action 2	Gather data and intelligence through a range of methods to support the Situation Analysis required under the Well-being of Future Generations Act
Action 3	Fairness and Equality Impact Assessments undertaken on policy changes, projects etc. and published on council website.
Action 4	Ensure effective engaged Youth Council in Newport who have access to decision makers
Action 5	Work with Newport's Welsh Language Forum / Fforwm Iaith Casnewydd to develop a strategy to increase the use of Welsh in Newport

Summary

Over the past year the Policy, Partnership and Involvement Team has taken a corporate lead on consultation and engagement. The team has worked to engage with the people of Newport on the Wellbeing Assessment, the Budget Consultation, and the 5 Year Welsh Language Strategy and the Citizens Panel. This is in addition to consultation work carried out by other service areas that form part of their normal business delivery.

It has been acknowledged by the Strategic Equalities Group that the engagement process has improved and that there is a role for elected members to support this work, in their consultations with the electorate.

Action 1

Under the Well-being of Future Generations Act we have a statutory duty to involve people with an interest in achieving Well-being goals and ensuring that our consultees reflect the diversity of the population. In order to do this, engagement work has been done in a collaborative manner where NCC has consulted with residents via partner agencies and community events, and has targeted specific groups with protected characteristics through positive outreach and utilising community languages. The engagement programme for the Well-being Assessment ran from late June to October 31st with an extension being made available for schools.

The quantitative and qualitative data collected has been utilised to develop our Well-Being Assessment as well as influence the way we deliver services more widely.

Action 2

The Local Well-being Assessment was completed and signed off by the Public Services Board in April 2017.

This Local Well-being Assessment includes a range of quantitative and qualitative data analysing the economic, social, cultural and environmental well-being of the population and the area.

This process was supported by an extensive public engagement programme that took place over a 6 month period in 2016. This will now be utilised to develop the Response Analysis and the Local Well-being Plan for the Newport area for the next five years.

Action 3

Improved guidance on Fairness and Equality Impact Assessments (FEIAs) has been developed for issue to staff, this guidance will ensure that new statutory requirements and other policy considerations such as the Welsh language, Fairness and the Well-being of Future Generations Act are appropriately reflected in our decision making processes. The release of this guidance will be promoted extensively to our staff, communicating both our statutory obligations and wider commitment to transparency.

To facilitate this, we have also established an email address where all staff will send their completed impact assessments; this means we will hold all FEIAs centrally, thereby improving the way we assess engagement with the FEIA process.

Action 4

The Newport Youth Council participation project works with young people aged 11 – 25 years from across the city to engage them in participatory activities and enable them to have a voice in decision-making. The project is coordinated by Tros Gynnal Plant and works alongside the Council to take forward the One Newport Partnership's Participation Strategy and the National Participation Standards. Members of the Youth Council currently take part in consultations and are also involved with the Fairness Commission. The themes the Council have chosen to focus on are - Mental Health Services for Young People and a history project on the development of young people's rights and social identity.

Action 5

In March 2017 Newport City Council published its 5 Year Welsh Language Strategy. This strategy contains not only a target of increasing the number of pupils in Welsh medium education in the city, but also sets out a broad range of commitments from the authority to promote the Welsh language, both within the workforce and within the wider community. These commitments include a number of things like; increasing the number of Welsh medium childcare places within the city, promoting engagement with the language among minority communities, and working with the private sector to promote the visibility of Welsh in the city.

Equality Objective 3

Improving access to services <i>A more equal Wales</i>	
People can access all the Council services and activities that they need in terms of physical access and communication access etc.	
Action 1	Audit council buildings for accessibility
Action 2	Develop an Accessibility Strategy in relation to schools
Action 3	Develop and maintain an English - Welsh translation and interpretation service for the council and arrangements for other languages and formats
Action 4	Develop guidance on standards of accessible and bilingual materials in relation to marketing, publicity and customer information
Action 5	Monitor satisfaction levels/ number of complaints regarding accessibility including physical, communication and Welsh language
Action 6	Front line staff in the contact centre and Information Station trained in accessible communications, customer service, disability awareness, conflict management etc.
Action 7	Digital Inclusion Council web site adheres to W3 standard at AA level and is bilingual

Summary

Over 73,000 people visit the Civic Centre and Information Station annually, accessing a number of services including housing advice, council tax and licensing. The Contact Centre manages over 300,000 calls annually and the NCC website receives 1.6 million hits per year.

Over the past 12 months, a significant amount of work has been carried out to improve access to NCC services. Customer Services have been proactive carrying out outreach work including going to schools to speak to young people and attending various community meetings to push key NCC messages as well as gather feedback on services.

Action 1

An internal Capital Strategy and Assets Management group has been set up to carry out a review of the use of NCC-owned buildings. It is anticipated that as the review is on-going, the work programme around accessibility will be taken at a later stage.

Action 2

The aim of Newport City Council's accessibility strategy is to provide children who currently attend an accessible primary school to attend an accessible secondary school alongside their peers. The approach taken by the Council towards improving accessibility in our schools has been one of making reasonable adjustments as necessary, as needs require them.

In addition, all new school buildings are designed to be accessible to pupils with disabilities in accordance with Building Bulletin guidelines. Where remedial or refurbishment works are undertaken, improved accessibility is incorporated into the design where possible.

In 2016-17, improvement works have been completed at 4 primary schools and 1 special school. Improvement works have been undertaken at 2 secondary schools and are ongoing in the 2017-18 year.

In 2016-17 the authority undertook an accessibility self-assessment survey of the school estate in order to identify buildings in which work should be prioritised to improve overall accessibility. The survey was completed by 67% of schools, and results of this survey will help to shape our strategic activities in 2017-18. Work to improve accessibility at 2 more primary schools will be completed within the year 2017-2018.

Action 3

The Authority has established a two-track translation welsh language service covering short translations (below 500 words) and longer translations (over 500 words). This system is open to all council staff that require documents to be professionally translated.

To further facilitate the translation process the cost of translation is covered by a centrally held budget. Over the coming financial year the authority is looking to further develop its translation service.

Action 4

Over the course of the previous financial year the authority has commissioned a series of internal promotional and guidance materials which highlight how staff members should use the Welsh language in marketing and any promotion work done on behalf of the council. Internal governance arrangements around the Welsh language through the Welsh Language Implementation Group has complemented this publicity push by disseminating advice on marketing and publicity into individual service areas and teams through Welsh language representatives who sit on the group.

While the materials we created a year ago have proved to be successful, there is some indication that a 'second push' on guidance may be required. This may include a new redesign of the existing materials and slightly updated messaging in response to changing interpretations of the standards.

Action 5

<p>Uptake of complaints service</p>	<p>Number of stage one complaints received: 301</p> <p>Number of stage two complaints: 30</p> <p>18 complaints were referred to the Ombudsman with one being recommended for a local settlement</p>
<p>Number of complaints with satisfactory outcomes</p>	<p>An annual report will be taken to Cabinet in September 2017</p>

Welsh Language

No complaints were received about Welsh language service delivery standards, operational standards or policy making standards. However 2 complaints were received directly by the Welsh language officers, one of these related to policy making standards and concerned the number of staff available on our Welsh speaking phone line and the other related to the covering of a Welsh language sign in our car parks.

As outlined in the welsh language annual report, we recognise the need to develop further the recording of Welsh language complaints.

Equalities

74 complaints received were about lack of response, wait times for services or barriers to accessing services.

- 39 of these complaints were about wait times at the City Contact Centre.
- 31 complaints were about lack of response from enquiries or requests to other service areas including Housing, Planning, Environmental Health, School Transport, Housing Benefit and Streetscene.
- 2 complaints were from one resident who had communicated his requirements to the Council but received two letters in a format that was unsuitable for him to read.
- 1 customer complained that there was no option to pre-book an appointment at the Information Station and another customer complained about the automated messages and menu.
- 3 customers made complaints as they believed that the Council had discriminated against them when making decisions or providing services.
 - These included a decision regarding an application for Blue Badge was discriminatory, a decision and services provided regarding a Housing application. The third complaint was from a member of the public who believed that a Fixed Penalty Notice had been inappropriately served on a vulnerable person.
 - 2 residents complained about a problem with an assisted lift for rubbish collection and failure to provide hygiene bags for hygiene waste.
 - 3 parents made complaints about the Special Education Needs Service.

Action 6

Frontline staff have been provided with the following training:-

- Equalities – An Introduction
- Autism Awareness
- Dementia Friends Awareness
- Welsh Awareness
- Welsh Taster Sessions

We have also engaged with our Deaf Community to improve the way we support the community by providing staff with Deaf Awareness Training and Basic British Sign Language.

Action 7

The translation of the website is currently ongoing and methods of translating and publishing future content concurrently with English have been identified.

Equality Objective 4

Tackling Poverty <i>A more equal Wales</i>	
We will work to reduce poverty, especially persistent poverty amongst some of our poorest people and communities, and reducing the likelihood that people will become poor	
Action 1	Ensuring children have the best start in life through the delivery of Flying Start, good quality, affordable childcare and supported transition to education and through other educational transition points.
Action 2	Focus on the early indications of need so that children and young people are able to achieve their potential (achievement of children entitled to Free School Meals, Looked After Children, ect.)
Action 3	Implementing the Youth Engagement and Progression Framework so that young people are offered appropriate support when leaving school.
Action 4	Delivery of the Work Based Learning Academy, Community First and Families First (Family Skills Project) to improve people's skills, remove barriers to employment and raise aspirations.
Action 5	Targeted work in our most deprived communities.

Summary

Tackling Poverty is a key element of the Single Integrated Plan (SIP) and cuts across the SIP themes . Poverty deprivation in Newport is not uniform across the city and we have pockets of deprivation and wealth. It is important to note that 24% of children within the city live in households that earn below the medium income and needs to be considered when developing tackling poverty initiatives.

Newport has also seen both a decrease in worklessness as well as a decrease in the number of people who are economically active. The weekly pay in Newport is below the Wales average and lower than before with Newport Lower Super Output Areas (LSOAs) over represented in the most deprived areas.

Action 1

Flying Start in Newport currently receives funding to work with 2712 children and their families each year. In addition to this, 650 children receive 12.5 hours free part time childcare across Flying Start areas in 19 childcare settings. Flying Start setting has been developed through external Wales Government funding within the Maindee area.

Two Welsh medium playgroups have been established and we have successfully recruited Welsh speaking practitioners. The number of children transitioning into Welsh schools from these groups is increasing.

The programme also offers support to vulnerable families through the Flying Start midwives initiative and the Perinatal Mental Health Programme. These projects have been successful in engaging hard to reach groups in Newport. The project has also been able to increase the level of supervision available to staff through the creation of a new Safeguarding lead post. Two Additional Learning Needs Delivery Officer posts have also been created that to provide bespoke targeted intervention in setting within homes.

Action 2

There are currently a number of work programmes being delivered help students (particularly those with Additional Learning Needs) to meet their learning requirements. This has been supported through close working relationships between schools, the education service, Flying Start as well as education providers. NCC continues to be the lead authority for person centred practise, in line with wider education reforms.

Schools in Newport also keep track of pupils who dip in and out of Free School Meal (FSM) entitlements and secondary schools invest resources in that group.

The authority is also pioneering the 'One Child, One Plan' approach which consolidates numerous individual development plans into a single comprehensive plan that takes into consideration all their learning needs. It advocates a flexible approach that is capable of quickly responding to the changing needs that go along with pockets of deprivation.

Action 3

Newport has made a significant impact on the numbers of young people who are NEET (Not in Education, Employment and Training) over the past six years. In 2011 the number of young people leaving Year 11 and becoming NEET in Newport was 6.7%. By 2014 we had reduced this figure to 4.7%, by 2015 it was 3.1% and by 2016 this has fallen to a record low of 1.7%, a reduction of 75% over a six year period. Newport now stands joint 8th out the 22 Local Authorities and is now below the Welsh average for the first time.

Actions taken include:-

- The development and support of a Pre-16 NEET Partnership to focus on prevention.
- The Learning Provider Network ensures that the supply of learning opportunities meets the needs and that placements are available at the correct times.
- The allocation of a Lead Worker through the 16-18 Practitioner Group
- Coordination of internal Newport City Council teams to support the engagement of young people 'unknown' within the system.
- The Post 16 NEET Partnership which has a focus on information sharing, provision and developing specific employment/learning opportunities and events.
- Intensive work with providers of education and further learning to ensure that appropriate provision is in place at post compulsory education transition points.

Action 4

During the 2016-17 financial year, the Work Based learning Academy successfully achieved approval for two EU funded programmes creating pathways to employment, education and training to reduce the number of disengaged young people. These are:

- Inspire 2 Work – which targets young people transitioning from school education to further learning or employment.
- Inspire 2 Achieve – which targets young people in full time education aged 7 – 11 who have been identified as at risk of becoming NEET

NCC is the lead organisation managing the programme for the South East Wales region, working in partnership with other local authorities, Further Education colleges and Registered Social Landlords.

The Work Based Learning Academy has created job clubs, training courses and bespoke 13 week training provisions to meet the needs of young people who are only seeking employment. These programmes have specifically targeted young people aged 16–24 years.

The Families First provision delivered by NCC Youth Services works in partnership with the European Social Fund's Inspire 2 Achieve programme to offer a range of provision that seeks to reduce the impact of poverty on education outcome. This includes interventions with young people to improve attendance and attainment and interventions with the wider families to ensure young people are supported to achieve.

Action 5

An Employability and Skills Group was established in 2016-17, made up of key stakeholders in the city. Partners on the group are Coleg Gwent, University of South Wales, NCC, National Training Federation Wales, Newport City Homes, Pobl, Job Centre Plus, Working Links and Careers Wales. The partnership is working to deliver the priorities set out by the Single Integrated Plan relating to economy and skills, supporting local people to engage in activities that encourage skills development, learning and employability.

Families First, Flying Start and Communities First have also been aligned to engage with communities and deliver a range of coordinated services that support people to find work.

Funding for Essential Skills provision in Adult Community Learning continues to be protected and a programme of courses in these areas is available to adults where need is identified.

Throughout 2016-17 Newport City Council's Work Based Learning Academy has worked with partners to create opportunities for employment and help people into work. Initiatives have included:

- Newport Jobs Fair - Over 4,000 visitors attended the 2016 Jobs Fair and 500 vacancies were on offer. The event was delivered in partnership JobCentre Plus, Careers Wales, Newport City Council and Friars Walk.
- Community Benefit Programme which has created a number of employment, apprenticeship and placement opportunities.

Equality Objective 5

Cohesive Communities and Tackling Hate Crime	
<i>A Wales of cohesive communities</i>	
People have a sense of belonging to the city and feel safe	
Action 1	We will encourage and support initiatives which provide opportunities to increase awareness and understanding of diverse cultures in Newport.
Action 2	To continue our support of the Hate Crime Forum in order to raise awareness of Hate Crime, increase reporting and deliver a multi-agency response to high risk cases.
Action 3	We will co-ordinate a partnership approach to reporting and tackling prejudice based bullying in schools and look to play a proactive role in challenging prejudice.
Action 4	We will encourage opportunities to increase the public's awareness of immigration and the inclusion of asylum seekers, refugees and migrants focusing on shared experiences of all residents in Newport regardless of migration status or ethnicity.

Summary

Over the past 12 months, NCC has continued to deliver the Welsh Government Community Cohesion programme priorities as part of the Cohesive Communities work programme. We have delivered against wide-ranging outcomes including Hate Crime, Modern Slavery, Preventing Violent Extremism, migration as well as playing a proactive role in supporting the relocation of Syrian refugees under the Home Office Resettlement of Vulnerable People programme.

This work is also monitored via the 'Safe and Cohesive' theme group on behalf of the Public Services Board.

Action 1

Newport is home to a diverse population and as an authority believe it is important to encourage and support initiatives which provide opportunities to increase awareness and understanding. Below is a list of the events that the authority has supported over the last 12 months. Over the lifetime of the strategy we will look to improve the breadth of events we support so that we better reflect the communities we serve.

- Civic Mass: April
- Queens 90th Birthday Celebration Beacon: April
- D-Day Memorial Parade & Service: June
- Maindee Festival: July
- Fly the Flag for Merchant Navy Day: September
- Childrens Chartist Parade and re-enactment: November
- Remembrance Parade & Service: November
- Christmas Lights Switch-On: November
- Holocaust Memorial Service: January
- Fly the Flag for the Commonwealth: March
- Rainbow Newport (LGBT Conference)

Action 2

The East Gwent Hate Crime Forum has members from various agencies from Newport and Monmouthshire. The role of the forum is to discuss Hate Crime statistics, trends as well as other concerns and its main focus is to raise awareness of Hate Crime and increase reporting. A third party reporting facility is in place to support those who find engaging with the police challenging. For the past few years the number of Hate Crimes reported has been relatively stable but has increased in this last year, following the EU referendum. Whilst there is a correlation between the spike in cases and the referendum, there is also better access to third party reporting options which allows collection of data from victims who traditionally may have not reported via the police. There have also been focused campaigns to encourage reporting including increased publicity during Hate Crime Week, workshops with organisations such as Tell MAMA and Victim Support. A multi-agency case handling group coordinated by Gwent Police continues to manage high risk cases.

NCC has also supported the 'zero tolerance to hate crime' stance and identified local actions to be undertaken at elected member level, officer level and partnership level.

There has also been engagement with the Newport Youth Forum and the Newport City Homes Youth Forum to raise awareness on Hate Crime, reporting mechanisms and explored opportunities to widen engagement.

Action 3

The Education Well-Being Group has been in place for almost 2 years. The role of the group is to review data on incidents related to protected characteristics as well as progress of schools through Healthy Schools Awards, participation and development of initiatives to support well-being across the whole school.

The protected characteristics with the highest numbers of incidents are those relating to race, gender and sexual orientation. Schools are provided with support to tackle these issues. This includes support from GEMS, Stonewall initiatives, Show Racism the Red Card workshops and restorative justice. Other initiatives include anti-bullying workshops delivered by Crucial Crew, Positive Structured Playtime via Healthy Schools, ASD Friendly schools.

There is ongoing work being carried out around attendance and exclusion due to bullying and this is reported to the 'Every Child' group as the ESTYN definition for well-being is 'school attendance'.

Action 4

We have responded to Freedom of Information (FOI) requests about numbers of people seeking asylum, and where appropriate, numbers of certain categories of people seeking asylum. We have convened Migration Forum meetings which are attended by a mix of statutory, voluntary and private sector organisations from the Newport area and further afield. We have shared information about a wide variety of events in the Newport area and NCC consultations with representatives of statutory and voluntary sector organisations and individual residents in Newport, and contributed to a dedicated foster carers information evening about asylum and migration.

Newport continues to meet its commitments as a Dispersal Area and has focused considerable efforts to improve the property procurement process for asylum-seekers housing.

There have also been new protocols being developed across Wales in relation to bail accommodation which was initiated by NCC.

Newport is also taking part in the Syrian Relocation programme and has committed to relocating 50 households over the life of the programme (i.e. 5 years). To date we have received our first 3 households and a support team has been set up to deliver the integration support. The programme is fully funded by the Home Office.

Equality Objective 6

Domestic Abuse and Sexual Violence	
<i>A Wales of cohesive communities</i>	
People who are subject or witness to domestic abuse are supported by the Council and its partners in their current situation and through any changes they wish to make	
Action 1	Further develop the multi-agency Domestic Abuse (DA) Unit
Action 2	Roll out training on awareness and referral processes <ul style="list-style-type: none"> • Forced Marriage / Honour based violence/ FGM • Domestic abuse • MARAC (multi agency risk assessment conferences) • DASH (Domestic abuse stalking and harassment tool) • Ask and Act Legislation
Action 3	Review and further develop the: <ul style="list-style-type: none"> • Domestic Abuse Strategy for Newport and Action Plan, • Domestic abuse directory of services • Conference Call Domestic Abuse IT system

Summary

Domestic abuse is a major challenge for public services. It places, significant, costly and increasing day to day demands on local authorities, police, health, housing and other support services.

In addition to the financial costs of domestic abuse, it has long term implications for citizens that experience, witness or perpetrate it. Following a number of local reviews regarding strategic and operational planning and delivery of domestic abuse services across Gwent, it was identified that the development of a clear, accountable regional approach was a priority. Over the last 12 months, we have been building on the vision identified in the Gwent Pathfinder Project which is to work collaboratively, to understand, plan, co-ordinate, commission and review, effective citizen-centred domestic abuse services.

Action 1

The Domestic Abuse Unit continues to function as a multi-agency hub providing a one-stop shop for victims. In addition to providing a base for weekly MARAC meetings, the close proximity of Domestic Abuse services with relevant Council teams i.e. housing advice, benefits, social services has enabled support plans to be developed within a shorter time frame. Currently the unit is based within a building providing a number of different services and this provides anonymity to victims. Organisations based in the multi-agency Domestic Abuse Unit include Women's Aid, Llamau and BAWSO

Over the course of the financial year there were 3863 recorded incidences of domestic abuse in Newport, equalling 33% of all incidences across Gwent. NCC coordinated 166 Multi-Agency Risk Assessment Conferences (MARAC). This represents 42% of all MARACs across Gwent.

Action 2

The National Training Framework is still in the process of being developed and implemented:

E – learning package is now being rolled out in all the relevant authorities in Gwent, however there have been significant system access issues reported which has hampered progress, as such all relevant authorities report they have not reached the 50% of staff target for 2016 – 17 – this

includes in Newport. Access issues are being addressed and numbers of staff completing the e-learning continues to grow. A Face to Face resource has been commissioned and will also be available for staff without computer access.

Ask and Act – pilot training took place between Sept 2016 – March 2017. Significant learning has taken place in relation to both content and model of delivery for Group 2 & 3 training. Welsh Government now recognise there is a need to further test this. There is now a need to further test the model and train and accredit relevant authority trainers so that these trainers form part of delivering training moving forward – it is recognised there have been barriers to relevant authority staff gaining accreditation, and these issues will also be addressed in the new year.

Specialist sector courses and qualifications are available for staff and managers.

Action 3

Reviews and observations of MARAC's have been carried out with SafeLives – findings and recommendations are to be fed into the next quarters DACC/MARAC sub-group for future implementation in 2017-18

The Regional Team continue to support Spectrum in their delivery to Education settings. The regional team have attended a number of schools across the regional with the Spectrum project to scope good practices and identify areas for further development that can be looked at in more detail in the SEW Safeguarding in Education Group.

The needs assessment work and development of the regional strategy have highlighted the need for improvements across VAWDASV data gathering and reporting. The region will need to develop regional measures and indicators in accordance with the National Measures and Indicators (when published) and establish the regional performance reporting framework in accordance with the Regional VAWDASV Strategy.

Target Hardening equipment was purchased for each local area in Gwent and delivered/stored in the Multi Agency centres/One Stop Shops across the Region. The purchase assists support staff working with victims to easy accessible equipment in a timely manner that meets the need of the victim and ensures a consistent response service across the Region to target hardening.

Equality Objective 7

Homelessness <i>A Wales of cohesive communities</i>	
To provide a safe, supporting, empowering and non-judgemental environment for homeless and marginalised people so that they can achieve their potential	
Action 1	To implement the Supporting People grant program funded by the Welsh Government to assist and support potentially vulnerable and marginalized people to live independently within the community
Action 2	To prevent homelessness where possible
Action 3	To build people's resilience to deal with shocks, stresses and uncertainty in their lives
Action 4	To support people develop skills for life to flourish independently

Summary

Newport City Council has continued to work to combat homelessness in the city in the face of challenging economic circumstances and increasing demand. The landscape surrounding homelessness is constantly changing and the authority is in the process of implementing a number of new services in response to this reality. Over the lifetime of this strategy the authority will endeavour to take a more regional approach to tackling homelessness.

Action 1

In the past 12 months the Social Services Supporting People Team delivered on a mix of existing work and introducing new schemes and pilots both locally and regionally. The team received over 3,200 referrals to its accommodation-based and floating support services in 2016/17, an increase of over 10% on the previous year.

Other programmes include:

- The Financial Inclusion Support Worker started taking referrals in September 2016 and has received 62 to the end of the year. Over £120k additional income has been achieved together with £12k of debt written off.
- The cross-authority Gypsy Traveller Service has been evaluated and an additional floating support post created
- An additional part-time Refugee Support Worker post was created to assist the existing post due to increased demand
- The Migrant Support Scheme pilot was extended for the whole year to enable a fuller evaluation to be undertaken
- A pilot Drop-In service was created with BAWSO for a part-time support worker to assist women and men with domestic abuse and other issues
- The budget for interpretation and translation services with Language Line was increased, in line with the introduction of more services
- In the year 350 vulnerable people accessed a range of fixed supported housing schemes in the city
- The Tŷ Eirlys scheme was re-developed to provide more independent, self-contained accommodation and support to 13 people with learning disabilities (opened 3 April 2017)

- Funding was secured from Safer Gwent/Office for the Police Crime Commissioner for the SIP Board's enduring alcohol project for street drinkers to contribute to the cost of employing a floating support/outreach worker
- In 2016/17 an additional 263 service users, living in their own homes or renting from a private landlord, signed up to Merthyr's Lifeline alarm service
- Additional hours of support were awarded to Care and Repair's Specialist Older Persons Support scheme to employ a part-time support worker
- Similarly, additional hours of support were awarded to Reach's Memory Loss Scheme to cope with increased demand
- A Young Persons Accommodation and Support Worker was created to assist the Children's Pathway Teams with housing issues

Action 2

Operational work continues towards preventing homelessness with the Council preventing homelessness in 49% of instances where individuals present as being at risk of being made homeless in 56 days.

A total of 2104 Individuals have presented to the Council seeking assistance due to either being homeless or at risk of being made homeless within 56 days during the whole financial year. Service demands continue to remain relatively constant and around the projections estimated at the start of the year. However there are increasing costs associated with the prevention of homelessness and this is being closely monitored and other options are being explored in order to seek to sustain accommodation for households or secure alternative accommodation where more appropriate.

Operational work will continue to be delivered and alongside this the following actions are being undertaken to address homelessness:

- Review of homelessness has commenced in Quarter 4 with this ongoing into the next financial a view to adopting a homelessness strategy by early 2018. This will incorporate a regional approach and strategy in order to maximise service delivery and make best use of limited resources
- Review of Home Options Newport allocations policy
- Young Persons Accommodation Group (YPAG) has been established and an action plan is being refined and worked on
- Development of a flat share pilot scheme with Housing Association and voluntary sector partners (a number of properties have been used as part of the pilot)
- Continuing to deliver operational services pro-actively with partners in order to seek to prevent homelessness

Action 3 and 4

In addition to the developments above, Tenancy Support services provided by TASA from within the Council have been refocused in order to provide crisis intervention work for households at risk of homelessness, working alongside other staff within the Council's Housing Needs Unit in order to prevent homelessness as well as linking to other support services available.

Equality Objective 8

Compliance with the Welsh Language Standards	
<i>A Wales of vibrant culture and thriving Welsh language</i>	
Objective and outcome	A Wales of vibrant culture and thriving Welsh language We will promote our bilingual public services and increase the use of Welsh in Newport
Action 1	Run a publicity campaign to promote the Welsh Language Standards, and roles and responsibilities for staff, Members and the public
Action 2	Make the best use of council systems to facilitate language choice
Action 3	Engage partners in facilitating people's use of the Welsh language in Newport
Action 4	Develop a translation service for Newport City Council employees, and facilitate employees' development of their Welsh language skills in the workplace

Summary

Under the Welsh Language Measure (Wales) 2011, the Council is required to comply with the Welsh Language Standards issued by the Welsh language Commissioner in its Compliance Notice. At present, the authority is subject to 174 standards which set out how we should facilitate people's use of the Welsh language in Newport. Most of the standards came into force on the 30th of March 2016 with a majority of the remaining standards coming into force from the 30th of September 2016.

Over the past 12 months the authority has made good progress towards compliance with the Welsh Language Standards with an allocated budget, project management and governance having been put in place to implement the required changes. Elected Members and Senior Officers are promoting bilingualism and frontline staff are now greeting the public bilingually. A translation services has also been developed which is free and readily available for staff to use.

Our priorities for the coming financial year will include, not only an improved staff communication strategy and an emphasis on testing robustness, but also improved public engagement.

Action 1

The Welsh Language Communication Strategy was developed at the end of 2015 to inform employees, Members and the public of NCC's roles and responsibilities. The strategy aims to reach all staff with regular briefings, a corporate promotional video, posters, desktop image, tent signs with bilingual greetings, guidance documents on service delivery, intranet pages etc. A total of 167 officers have attended Welsh language awareness training from 2015-2017.

Representatives of every service area also have a formal role through the council's Welsh Language Implementation Group. This group helps facilitate the implementation of specific standards into the authority's different service areas.

The authority has engaged the public, as well as Welsh language stakeholders on the 5 Year Welsh Language Strategy for Newport, and their views have significantly influenced our commitments to promote the language in Newport. The Strategy was approved by Council in March 2017.

Action 2

We have a large number of systems which hold information on people in relation to different services, many of these very large, holding up to 250,000 separate entries. Where we can record language choice we have amended these systems and continue to ask people their choice of language in order to improve our offer. Where we can we deliver services in people's choice of language we do so, although in many instances we continue to correspond bilingually.

Over the coming year (2017/18) NCC is looking to integrate a new Customer Relationship Management (CRM) system which will better record complaints and language choice.

Action 3

In the financial year 2017/18, the authority's service level agreements will be reviewed to ensure that we pass our Welsh language obligations onto our partners. More general guidance is also being drawn up to ensure that staff and contractors fully understand their obligations under the Welsh language standards.

In consulting on Newport's 5 Year Welsh Language Strategy we have engaged a number of partners, and in the strategy we have an objective focusing on future engagement of partners, looking at how we could encourage their use of the Welsh language, and facilitate it. In developing a draft Welsh in Education Strategic Plan we have also engaged Welsh language stakeholders who will be involved in its implementation.

Action 4

The authority has established a two-track translation service covering short translations (below 500 words) and longer translations (over 500 words). This system is open to all council staff that might need to get a document professionally translated. To further facilitate the translation process the cost of this translation is covered by a centrally held budget rather than coming out of the individual team using the services budget. Staff engagement with Welsh language classes has also been positive. Over the financial year, 12 staff members booked onto a 2 day welsh tasters course and a further 27 staff members have signed up to the longer yearlong courses. We will be monitoring the growth of these numbers over the next financial year.

Equality Objective 9

Corporate Compliance	
<i>A Wales of vibrant culture and thriving Welsh language</i>	
Strategic leadership, governance arrangements, ensuring standards are high and consistent across all the council and its areas	
Action 1	Monitor performance, including customer satisfaction, through the Strategic Equality Group
Action 2	Report annually on equalities and the Welsh language to Cabinet and the Senior Leadership Team, and publish relevant reports on the council's website
Action 3	Webpages hold relevant equality information: <ul style="list-style-type: none"> • Fairness and Equality Impact Assessments • Annual Equality and Welsh Language Reports • Equalities and Welsh language population and employment data
Action 4	Council employees offered all the relevant training and guidance to facilitate compliance with the equalities, human rights and Welsh language legislation
Action 5	Review procedures on procurement, grants and sponsorships to mainstream equalities and Welsh language requirements

Summary

Over the past financial year the authority has continued to demonstrate its commitment to transparency by publishing relevant equalities information online and accountability by systematically reporting to the Strategic Equality Group. Moving forward the authority will look to develop the support it offers to staff, facilitating continued compliance and look to ensure that it's public sector duties around equalities, the Welsh language and the Well-being of Future Generations Act has a strong place in our procurement process.

Action 1

The Strategic Equality Group (SEG) has met on a quarterly basis to review the actions and progress against the SEP. Each objective is reviewed at least once a year and this work will continue into Year 2.

Action 2

The authority will continue to publish all annual reports relating to the Welsh language and Equalities on the 'Equalities and Welsh Language' page of Newport City Council's [website](#). These reports are approved by cabinet and the Senior Leadership Team.

Action 3

In order to fulfil our legal obligations in terms of publishing FEIA, the authority has also taken steps to improve the way in which staff submit FEIAs for publishing. In the coming financial year, assessments will be submitted centrally to one email address, from which certain staff will be able to review and forward for publishing. This email can also be used to provide a similar function for Welsh Language training assessments, which under Welsh language standards we now have a duty to publish.

The authority will continue to publish all annual reports relating to the Welsh language and Equalities on the 'Equalities and Welsh Language' page of Newport City Council's website.

Within the Equalities Annual Report, there is a section on staff data relating to Welsh language and Equalities, this data provides a comparison between the diversity of our staff and the diversity of the city more generally.

Action 4

Currently, the authority offers 'An Introduction to Equalities' and 'Welsh Awareness Training' to staff. These sessions are intended to promote a general awareness of Welsh language and Equalities issues, while also providing staff with information about where they can go to get further advice on compliance.

The authority is currently looking to review its provision in line with a changing equalities landscape.

Action 5

Procedures around procurement, grants and sponsorships will be reviewed over the course of the 2017/18 financial year to ensure that we, as an authority, continue to pass on the public sector duties we have under Welsh language, Equalities and the Well-being of Future Generations act.

Equalities Data: from data collection to service delivery

Newport City Council uses data at every step of its decision making process and sees data as a vital tool in the fulfilment of its public sector duties to promote equality of opportunity and good community relations, while also helping us eliminate discrimination, harassment and victimisation. This section will look at the role of on our equalities data in three stages:

- Collecting data; how the authority collects data on protected characteristics, the Welsh language and Well-being of Future Generations
- Evaluating data; how the authority uses data through our internal processes like Fairness and Equality Impact Assessments
- Using data; how the authority uses relevant equality information to set strategic direction and meet our equality objectives

Collecting Data: building a picture

Collecting accurate information on our customers is key to delivering great services. Newport City Council collects equalities data in various ways which goes on to inform the services we deliver. As an authority we have developed robust systems which collect a huge volume of quantitative data through our CRM and the other databases linked to individual services. We also collect qualitative data through our outreach and consultation exercises, which provide us with the insight into how individuals from different groups use the services we offer.

Systems/Collecting data

The authority uses a number of different systems to allow its various services to build a picture and profile of its customers. This data is then utilised in developing service area plans and work programmes.

However, as has been highlighted under Equality Objective 8, Action 2, the authority has struggled to develop a single system of recording Welsh language preference. Using different systems has meant that we have not been able to uniformly amend systems to record language choice, where we have not been able to amend, we issue bilingual correspondence. We will look to revisit guidance for staff on collecting and using relevant equalities data in-line with the revision of the Fairness and Equalities Impact Assessments process.

In the coming financial year (2017/18) the authority is looking to integrate a new Customer Relations Management (CRM) system which will better record the language choice of our customers.

Consultations

This year Newport City Council consulted with 5868 individuals on a range of issues from community safety in Pillgwenlly to Primary school provision in Malpas. The largest consultation this year was the Well-being Assessments which ran from June to October 2016 and engaged with almost 1300 people. We monitored the response by protected characteristic and targeted engagement to ensure that our data is as representative as possible.

In the coming year we will revisit guidance for staff on consultation and engagement in-line with the revision of the Fairness and Equalities Impact Assessments process.

Community Well-being Profiles

In line with the Well-being of Future Generations Act (2015) the authority has also completed and published our Community Well-being Profiles. These profiles provide a rich source of data across a number of different areas, and are intended to be a resource for members of the public and officers within the authority. These profiles will also add as an additional resource for staff when considering FEIAs.

Evaluating data: developing good practice

In response to the importance of the analytical evaluation of equalities data, Newport City Council has developed a series of systematic processes which ensure that statutory obligations are appropriately considered. This is encompassed not only by our Fairness and Equality Impact Assessments and the consultation work we do with the public, but also through the authority's internal governance structure.

Fairness and Equality Impact Assessments

Fairness and Equality Impact Assessments evidence consideration of relevant equalities information and are a statutory obligation placed on local authorities when they create new policies or amend services. For 2016/2017 financial year 20 FEIAs were undertaken. FEIAs are made public on the council's [equality pages](#).

In line with the commitments made in the [2015/16 annual report](#), Newport City Council is in the process of reviewing and improving the quality and the process behind our impact assessments. As well as improving the usability of the form and strengthening the presence of the authority's statutory obligations under both the Welsh language measure (2011) and the Well-being for Future Generations Act (2015), we will also look to issue improved guidance designed to help our staff navigate the FEIA process.

In order to fulfil our legal obligations in terms of publishing our assessments, the authority has already taken steps to improve the way in which staff submit FEIAs for publishing. In the coming financial year, assessments will be submitted centrally to one email address, from which certain staff will be able to review and forward for publishing. This email can also be used to provide a similar function for Welsh Language training assessments, which under Welsh language standards we now have a duty to publish.

Service Area Plans

Service plans for each area are reported to Cabinet Member and Scrutiny. These plans outline priorities for delivery and business change, key performance indicators and success criteria.

Service areas also report on customer demographics, customer engagement and feedback that informed work planning and performance. This evidences the council's commitment to mainstreaming the use of relevant information in work planning and performance management. Work will be carried out over the duration of this strategy to ensure service plans fully link to relevant FEIAs which play a constructive role in policy change and proposals for change.

Using Data: meeting our Equality Objectives

Newport City Council ensures that the equalities agenda has a strong presence in our decision making process in a number of ways. We have

Strategic Equality Group

Following the approval of Newport City Council's Strategic Equality Plan and Equality Objectives in 2016, the authority re-convened the Strategic Equality Group (SEG) to meet on a quarterly basis to take a strategic lead on the implementation of the equalities agenda.

The current role of the group is to take a strategic lead in the authority wide implementation of the Equality Act 2010, this covers the Strategic Equality Plan, the Corporate Equality Objectives, and the Welsh Language Measure 2011. The group sets strategic direction and monitors implementation, while also grounding the implementation of the equalities agenda in community consultation and engagement.

Fairness Commission

As an extension of the authority's commitment to the equalities agenda, Newport City Council agreed in 2012 to collaborate with the Fairness Commission to introduce the Commission's concept of 'fairness' and its four parameters into our policy-proposal process.

Membership of the Commission is made up of a mix of political parties, Trade unions and public and voluntary sector partners. The group aims to highlight how the work of the council can improve its outcomes for local people by examining how the Council can make the best use of its powers, duties and resources to achieve the best and fairest outcomes.

In line with the improvement made to the authority's FEIA process, Fairness is now better represented in our FEIA form and its four parameters are better included in the accompanying guidance documents. These parameters have set a broad framework for asking essential questions about fairness and provide a guide, in turn, about how to assess the impact of proposals and changes in policy. A full report from the Fairness Commission can be found [here](#).

Employment Data

Analysis

The data is on some 6,406 council employees (including teaching staff). This reflects an increase of 3.5% on the previous year when we employed 6181 employees.

We are unable to report reliably on employees who have applied to change position within the authority against those who were successful; those that have applied for and were successful in receiving training and those who completed training. We are also only able to report on the complainant in relation to the grievances category, not on those against whom the complaint was made.

We intend to conduct further work in this area in 2017/18 to improve the reliability and quality of our employee data monitoring.

- Female employees make up approximately 76% of the workforce
- Male and female pay pattern are very similar up until earnings of £55,000 and above, where less than 1% of female employees are in this category as opposed to 2.8% of male employees
- An equal percentage of men and women are employed permanent posts, around 70% of the workforce
- There is a significant difference in working patterns. Approximately 68% of men work full time compared to only 32% of women
- The percentage of employees peak within the 35-44 age band. Interestingly this is also the highest age band for leavers at 23.5%, followed by 25-34 year olds, who made up 21.5% of employees leaving the authority.
- For job applicants the highest number of applications came from the 25-34 (32.1%) and 16-24 (26%) age categories, but our workforce still has only 5.6% of employees in the 16-24 age category
- The percentage of male applicants is slightly higher than that of the employee population
- The percentage of leavers identifying as disabled (4.8%) is comparable to the number of employees that identify as disabled (1.6%)
- The percentage of disabled employees and disabled job applicants is low (1.6% and 3.9%) compared with the 2011 census showing 10.6% of the Newport population stating their day to day activities are limited a lot. However this has increased on the previous year where we had 3.5% of disabled job applicants.
- The proportion of BME employees is lower than that of the population of Newport. With 0.7% of job applicants not declaring their ethnicity we don't know whether they reflect the population. In any case the proportion declaring themselves to be 'White' does reflect Newport's population so it is possible that job applicants are representative.

Pay band by Sex

Pay Band (£)	2015/16				2016/17			
	Male	%	Female	%	Male	%	Female	%
10,000-14,999	184	12.3	561	11.2	131	8.9	411	8.3
15,000-19,999	526	35.1	2020	40.2	526	35.9	1979	40.0
20,000-24,999	162	10.8	691	13.8	175	12.0	744	15.1
25,000-29,999	145	9.7	386	7.7	157	10.7	421	8.5
30,000-34,999	101	6.7	302	6.0	93	6.4	283	5.7
35,000-39,999	258	17.2	806	16.1	255	17.4	837	16.9
40,000-44,999	16	1.1	42	0.8	19	1.3	43	0.9
45,000-49,999	18	1.2	41	0.8	20	1.4	40	0.8
50,000-54,999	15	1.0	35	0.7	13	0.9	24	0.5
55,000-59,999	10	0.7	16	0.3	10	0.7	26	0.5
60,000-64,999	8	0.5	16	0.3	6	0.4	11	0.2
65,000-69,999	7	0.5	7	0.1	10	0.7	10	0.2
70,000+	17	1.1	11	0.2	16	1.1	14	0.3
Not known	30	2.0	85	1.7	33	2.3	99	2.0
Total	1497	100	5019	100	1464	100	4942	100

Contract type by sex

Contract Type	2015/16				2016/17			
	Male	%	Female	%	Male	%	Female	%
Permanent	1053	70.3	3579	71.3	1036	70.8	3478	70.4
Acting Up	25	1.7	64	1.3	17	1.2	51	1.0
Casual	195	13.0	443	8.8	196	13.4	462	9.3
Fixed Term	182	12.2	828	16.5	204	13.9	909	18.4
LTS cover	0	0.0	1	0.0	0	0.0	0	0.0
Mat Cover	2	0.1	8	0.2	0	0.0	2	0.0
Seasonal	31	2.1	85	1.7	7	0.5	33	0.7
Secondment	4	0.3	5	0.1	1	0.1	1	0.0
Sessional	3	0.2	3	0.1	3	0.2	5	0.1
Supply	1	0.1	0	0.0	0	0.0	0	0.0
Temporary	1	0.1	3	0.1	0	0.0	1	0.0
(Blank)	0	0.0	0	0.0	0	0.0	0	0.0
Total	1497	100.0	5019	100.0	1464	100.0	4942	100.0

Working pattern by sex

Working Pattern	2015/16				2016/17			
	Male	%	Female	%	Male	%	Female	%
Full Time	1000	66.8	1619	32.3	998	68.2	1588	32.1
Part Time	495	33.1	3297	65.7	463	31.6	3273	66.2
Job Share	2	0.1	103	2.1	3	0.2	81	1.6
Grand Total	1497	100.0	5019	100.0	1464	100.0	4942	100.0

Age profile

Age Group	2015/16						2016/17					
	Employees (31 Mar)	%	Job Applicants	%	Leavers	%	Employees (31 Mar)	%	Job Applicants	%	Leavers	%
16-24	417	6.7	946	20.8	18	4.9	345	5.6	1132	26.0	16	5.1
25-34	1407	22.8	1583	34.8	68	18.4	1427	23.2	1394	32.1	67	21.5
35-44	1590	25.7	899	19.8	74	20.1	1562	25.4	817	18.8	73	23.5
45-49	857	13.9	361	7.9	49	13.3	859	14.0	377	8.7	37	11.9
50-54	811	13.1	321	7.1	51	13.8	817	13.3	275	6.3	38	12.2
55-59	621	10.0	247	5.4	36	9.8	625	10.2	193	4.4	30	9.6
60-64	310	5.0	64	1.4	47	12.7	342	5.6	92	2.1	35	11.3
65-69	117	1.9	11	0.2	24	6.5	115	1.9	7	0.2	12	3.9
70-74	38	0.6	1	0.0	1	0.3	44	0.7	5	0.1	2	0.6
75+	13	0.2	0	0.0	1	0.3	16	0.3	0	0.0	1	0.3
Prefer not to say	0	0.0	117	2.6	0	0.0	0	0.0	54	1.2	0	0.0
Total	6181	100	4550	100	369	100	6152	100.0	4346	100.0	311	100.0

Sex

Sex	2015/16						2016/17					
	Employees (31 Mar)	%	Job Applicants	%	Leavers	%	Employees (31 Mar)	%	Job Applicants	%	Leavers	%
Female	4682	75.7	3307	72.7	229	62.1	4681	76.1	3181	73.2	186	59.8
Male	1499	24.3	1156	25.4	140	37.9	1471	23.9	1132	26.0	125	40.2
Unknown	0	0.0	87	1.9	0	0.0	0	0.0	33	0.8	0	0.0
Total	6181	100.0	4550	100.00	369	100	6152	100.0	4346	100.0	311	100.0

Marital Status

Marital Status	2015/16						2016/17					
	Employees (31 Mar)	%	Job Applicants	%	Leavers	%	Employees (31 Mar)	%	Job Applicants	%	Leavers	%
Civil Partnership	4	0.1	22	0.5	0	0.0	6	0.1	31	0.7	1	0.3
Divorced	252	4.1	231	5.1	18	4.9	249	4.0	237	5.5	18	5.8
Living with Partner	494	8.0	662	14.5	29	7.9	517	8.4	631	14.5	23	7.4
Married	2930	47.4	1435	31.5	184	49.9	2884	46.9	1221	28.1	154	49.5
Separated	89	1.4	95	2.1	8	2.2	87	1.4	76	1.7	7	2.3
Single	1957	31.7	1950	42.9	111	30.1	1950	31.7	2042	47.0	101	32.5
Widowed	44	0.7	20	0.4	1	0.3	48	0.8	8	0.2	1	0.3
Would prefer not to specify	41	0.7	37	0.8	3	0.8	46	0.7	49	1.1	1	0.3
(blank)	370	6.0	98	2.2	15	4.1	365	5.9	51	1.2	5	1.6
Total	6181	100.0	4550	100	369	100	6152	100.0	4346	100	311	100

Disability

Disability	2015/16						2016/17					
	Employees (31 Mar)	%	Job Applicants	%	Leavers	%	Employees (31 Mar)	%	Job Applicants	%	Leavers	%
Disabled	106	1.7	203	4.5	8	2.2	101	1.6	170	3.9	15	4.8
Not disabled	5935	96.0	3872	85.1	349	94.6	5860	95.3	3794	87.3	288	92.6
Not known	36	0.6	47	1.0	3	0.8	48	0.8	67	1.5	4	1.3
(blank)	104	1.7	428	9.4	9	2.4	143	2.3	315	7.2	4	1.3
Total	6181	100	4550	100	369	100	6152	100	4346	100	311	100

Sexual Orientation

Sexual Orientation	2015/16						2016/17					
	Employees (31 Mar)	%	Job Applicants	%	Leavers	%	Employees (31 Mar)	%	Job Applicants	%	Leavers	%
Heterosexual	1369	22.1	3909	85.9	113	30.6	1643	26.7	3809	87.6	155	49.8
Homosexual	12	0.2	56	1.2	0	0.0	23	0.4	53	1.2	1	0.3
Bisexual	6	0.1	64	1.4	1	0.3	10	0.2	58	1.3	2	0.6
Lesbian	11	0.2	43	0.9	0	0.0	17	0.3	58	1.3	0	0.0
Declined to specify	174	2.8	213	4.7	6	1.6	289	4.7	207	4.8	13	4.2
(blank)	4609	74.6	265	5.8	249	67.5	4170	67.8	161	3.7	140	45.0
Total	6181	100	4550	100	369	100	6152	100	4346	100	311	100

Religion or belief

Religion	2015/16						2016/17					
	Employees (31 Mar)	%	Job Applicants	%	Leavers	%	Employees (31 Mar)	%	Job Applicants	%	Leavers	%
Agnostic	105	1.7	373	8.2	8	2.2	126	2.0	363	8.4	9	2.9
Atheist	180	2.9	646	14.2	18	4.9	238	3.9	721	16.6	32	10.3
Buddhist - Hinayana	3	0.0	7	0.2	1	0.3	3	0.0	5	0.1	0	0.0
Buddhist - Mahayana	3	0.0	7	0.2	0	0.0	3	0.0	6	0.1	0	0.0
Christian - Orthodox	142	2.3	318	7.0	5	1.4	174	2.8	328	7.5	12	3.9
Christian - Protestant	356	5.8	815	17.9	28	7.6	416	6.8	660	15.2	36	11.6
Christian - Roman Catholic	183	3.0	479	10.5	13	3.5	235	3.8	494	11.4	22	7.1
Hinduism	3	0.0	29	0.6	0	0.0	3	0.0	24	0.6	1	0.3
Islam - Shiite	0	0.0	0	0.0	4	1.1	2	0.0	15	0.3	0	0.0
Islam - Sunni	25	0.4	13	0.3	2	0.5	35	0.6	167	3.8	5	1.6
Judaism - Orthodox	0	0.0	0	0.0	0	0.0	1	0.0	1	0.0	0	0.0
Judaism - Reformed	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0	0	0.0
Not Specified	424	6.9	128	2.8	27	7.3	561	9.1	890	20.5	41	13.2
Other	97	1.6	1038	22.8	10	2.7	129	2.1	384	8.8	10	3.2
Sikhism	1	0.0	305	6.7	1	0.3	1	0.0	10	0.2	0	0.0
Taoism	1	0.0	4	0.1	0	0.0	1	0.0	6	0.1	1	0.3
(blank)	4658	75.4	388	8.5	252	68.3	4224	68.7	271	6.2	142	45.7
Total	6181	100	4550	100	369	100	6152	100	4346	100	311	100

Ethnic Origin

Ethnic Origin	2015/16			2016/17		
	Employees % (31 Mar)	Job Applicants %	Leavers %	Employees % (31 Mar)	Job Applicants %	Leavers %
Asian or Asian British - Bangladeshi	0.4	1.0	0.3	0.4	1.0	0.6
Asian or Asian British - Indian	0.4	0.8	1.1	0.4	0.9	0.6
Asian or Asian British - Other	0.4	0.7	0.5	0.4	1.1	1.0
Asian or Asian British - Pakistani	0.5	1.1	1.4	0.5	1.6	1.6
Black or Black British - African	0.4	2.2	0.5	0.4	2.1	1.6
Black or Black British - Caribbean	0.5	0.5	0.3	0.4	0.5	0.6
Black or Black British - Other	0.0	0.2	0.0	0.0	0.3	0.0
Chinese or Other - Chinese	0.1	0.3	0.0	0.1	0.2	0.3
Chinese or Other - Gypsy / Traveller	0.0	0.0	0.0	0.0	0.0	0.0
Chinese or Other - Other Ethnic Group	0.1	0.0	0.0	0.1	0.1	0.0
Mixed - Black African	0.0	0.1	0.0	0.0	0.1	0.0
Mixed - Other	0.3	1.2	0.5	0.3	0.6	1.0
Mixed - White & Asian	0.2	0.3	0.3	0.2	0.5	0.0
Mixed - White & Black African	0.2	0.3	0.0	0.1	0.2	0.3
Mixed - White & Black Caribbean	0.4	1.1	0.8	0.4	1.3	1.0
White - British	70.1	59.2	68.8	68.7	59.6	65.6
White - English	2.0	2.0	3.0	1.9	1.5	1.3
White - Irish	0.7	0.4	0.8	0.7	0.4	0.3
White - Other	2.0	1.8	2.2	2.0	1.6	1.9
White - Other European	0.4	2.2	0.5	0.6	2.3	1.6
White - Scottish	0.2	0.2	0.3	0.1	0.2	0.3
White - Welsh	19.1	21.6	17.6	20.0	21.6	19.0
Not Stated	0.1	0.6	0.0	0.3	0.9	0.3
Prefer not to say	0.1	0.1	0.0	0.1	0.7	0.3
Unknown	0.1	0.0	0.0	0.1	0.0	0.3
(Blank)	1.2	1.8	1.1	1.6	0.8	0.3
Total	100	100	100	100	100	100

Ethnic Origin	2016/17			Newport	Wales
	Employees % (31 Mar)	Job Applicants %	Leavers %	Census	Census
Total Asian	1.6	4.6	3.9	5.4	2.2
Total Black	0.8	2.9	2.3	1.7	0.6
Total Other	0.2	0.3	0.3	1	0.5
Total Mixed	1.1	2.6	2.3	1.9	1
Total White	94.0	87.2	90.0	89.9	95.6
Prefer not to say/ Unknown	0.3	0.7	0.6	0.1	0.1
Total	98	98	99	100	100

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Newport City Council: Strategic Equality Plan and Equality Objectives 2016-2020 (2016). Available at:

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Report

Cabinet

Part 1

Date: 14 June 2017

Subject Early Performance Analysis 2016/17

Purpose To inform the Cabinet of the early analysis of the performance of the council for 2016/17

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

Ward All

Summary This report offers Cabinet an early analysis of the council's performance for April 2016 – March 2017. It incorporates the current position of all measures reported through service plans including measures which are reported nationally and improvement plan measures.

The councils performance has continued to improve in 2016/17 against a backdrop of legislative changes, political uncertainty nationally, budget reductions and an increasing population.

Legislative changes have altered the data sets that the council reports nationally introducing new measures and definitions, making target setting challenging and reducing the amount of meaningful comparison to previous years. In spite of this the council has seen improvement in 50% of its national measures and continues to demonstrate improvement in the priorities set in its Improvement Plan. The Improvement Plan provides a focus on the eight council priorities of most importance to the citizens and communities of Newport.

Proposal **The Cabinet are requested to**

1. Note the contents of the report
2. Receive a further update on the final year-end position once the data is available

Action by Strategic Directors, Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Background

This analysis report provides the early year-end performance position for 2016/17. The analysis is classed as early as the national measure data has not yet been validated by the Wales Data Unit; we expect to report on the final year-end performance for national measures in September 2017.

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

A more robust target setting process was introduced which has led to more challenging targets which aim to drive continuous improvement in the councils overall performance.

- There are 120 measures included in the 2016/17 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures.
- Overall performance indicates that 57.5% of Service Plan measures are meeting or exceeding their targets. This is against a backdrop of cuts to council budgets, more challenging targets and a set of measures which has drastically changed.
- Due to more challenging targets over 30% of measures are amber (within 15%) of target. This shows how challenging the targets were in order to strive for improvement.
- Improvement plan priorities continue to perform well further supporting the continuous improvement of the council.

Financial Summary

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

Risks

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

Links to Council Policies and Priorities

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

Options Available and considered

- a) to accept the contents of this report, to monitor performance measures with declining performance in conjunction with Heads of Service and to receive an analysis report of final year end data.
- b) to not accept the contents and request further information.

Preferred Option and Why

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

Comments of Chief Financial Officer

There are no direct financial implications stemming from this report. The financial implication of individual projects are reported as part of the on-going medium term financial planning and budget monitoring processes and in that respect, having clear responsibility and accountability for delivering the projects and managing resources is key.

Comments of Monitoring Officer

There are no specific legal issues arising from this report. The details set out in this report reflect the requirements of the Local Government Measure. The approach for monitoring progress against corporate priorities and strategies is consistent with the Council's performance management framework and risk management principles.

Comments of Head of People and Business Change

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

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

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

Comments of Cabinet Member

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

Local issues

No specific local issues.

Scrutiny Committees

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

Equalities Impact Assessment and the Equalities Act 2010

Not applicable to this report.

Children and Families (Wales) Measure

Not applicable to this report.

Wellbeing of Future Generations (Wales) Act 2015

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

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

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

The Act places a duty on the public sector to:

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

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

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

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

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

Crime and Disorder Act 1998

Not applicable to this report.

Consultation

Not applicable to this report.

Background Papers

Cabinet Report: Year End Performance Analysis 2015-16
Cabinet Report: Improvement Plan Performance Update Quarter 1
Newport City Council Improvement Plan 2016-18
Adults Service Plan 16/17
Children & Young People Service Plan 16/17
Education Service Plan 16/17
Regeneration & Investment and Housing Service Plan 16/17
People & Business Change Service Plan 16/17
Streetscene & City Services Service Plan 16/17
Law and Regulation Service Plan 16/17

The above background papers are available to the public.

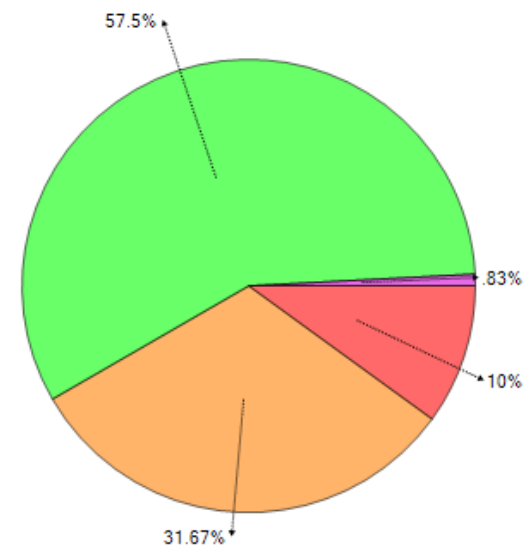
Appendix 1

Overall Performance for Service Plan Measures

There are 120 measures which have been included as performance indicators in the 2016/17 Service Plans; these are made up of National, Improvement Plan and Local Measures. Service plans also include objectives set by each service area and in conjunction with performance indicators they provide a holistic view of the performance of each service area. This report seeks to amalgamate the data for all the service plan performance indicators to provide an understanding of the council's performance as a whole.

During the service planning process, targets are set for performance indicators. Target setting principles were introduced in March 2015 to drive improvement in performance; this means our targets challenging but more meaningful at a national level. Where previous year performance and Wales Average data was available the following 3 principles were applied;

- 1 Improve on previous year performance and, where relevant;
- 2 Be set at least at the Wales average or,
- 3 Be set above quartile 4 levels



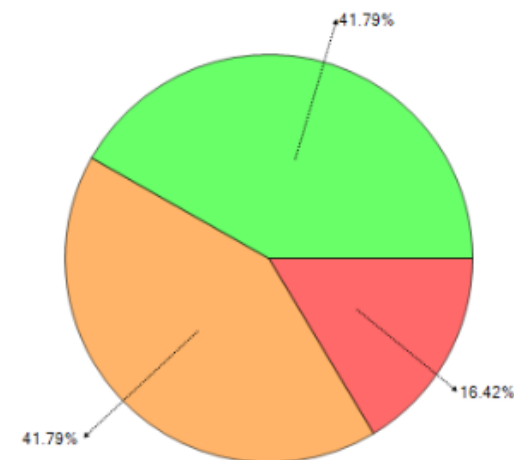
Year-end performance data as at March 2017 shows that 57.5% of Service Plan measures achieved or exceeded target (Green). The council continues to meet its obligation to demonstrate continuous improvement in performance. This is against a back drop of cuts to council budgets, more challenging targets and a set of measures which have changed.

The target setting principles are designed to be challenging so that improvement is maximised and many measures have come very close to achieving target. Over 30% of measures came within 15% of their targets demonstrating the council's commitment to maximising its performance.

Performance Against Target Over Time								
Year	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Green Measures	66%	61%	50%	64%	64%	77%	74%	57.5%
Amber Measures	22%	25%	35%	25%	24%	16%	17%	31.67%
Red Measures	12%	14%	15%	11%	12%	7%	8%	10%

Service Plan Measures Compared to Previous Year Performance

In 2016/17 there were 120 measures in service plans in total, however, due to legislative changes such as the introduction of the Social Services and Wellbeing Act and the revocation of the National Strategic Indicator data set, there have been many changes to the performance indicators reported. Only 67 of the 120 were collected in the previous year and have previous year data that can be used to determine how much performance has improved. The pie chart below shows that almost 42% of the 67 measures have improved on last year's performance.



The changes to the data set make comparison of the council's performance as a whole to previous years much less meaningful and it is impossible to form a direct comparison.

Improvement Plan Performance

Improvement plan priorities continue to perform well, these priorities were selected to reflect the top eight priorities chosen in consultation with the public, members and employees. This enables the council to provide extra focus to the priorities that citizens feel are most important to them. The overall rating of these priorities at the end of quarter 4 is 'Green-Good'; this reflects an assessment based on outcomes which incorporate objective commentary as well as performance measures to give a holistic view of performance.

Improvement Priority	Rating at Q4	
1. Improving Independent Living for Older People	Amber - Acceptable	●
2. Ensuring people have the right social services to meet their needs	Green Star - Excellent	★*
3. Ensuring people have access to suitable accommodation	Green - Good	★
4. City Regeneration and Development	Green - Good	★
5. Supporting young people into education, employment or training	Green - Good	★
6. Ensuring the best educational outcomes for children	Green - Good	★
7. Increasing recycling	Green - Good	★
8. Improving outcomes for youth justice	Amber - Acceptable	●
OVERALL	Green - Good	★

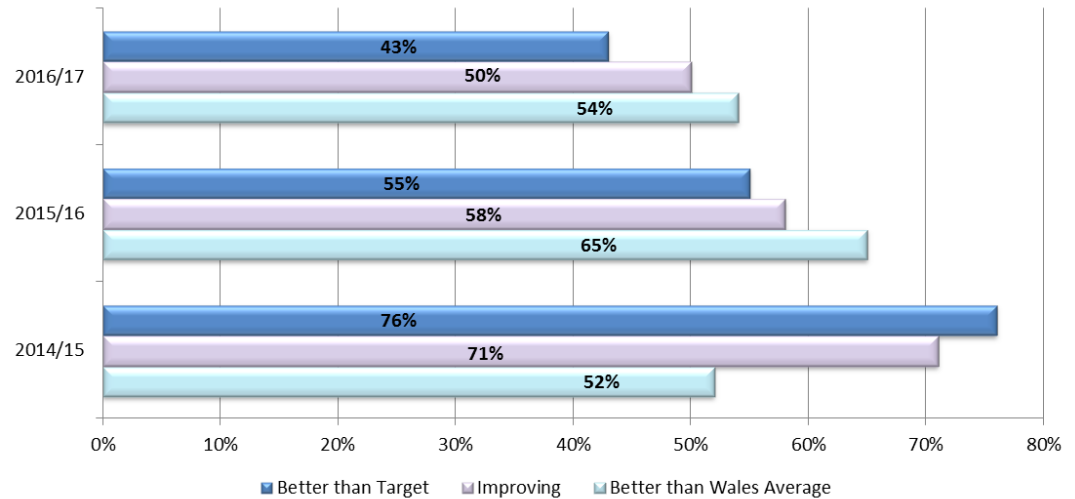
National Measure Performance

The service plan measures include a set of National measures which are reported to the Welsh Government on an annual basis. These are called Public Accountability Measures (PAM), these are referred to as National Measures in this report. There are 28 national measures for 2016/17, in 2015/16 there were 40 measures.

In previous years there was also a set of measures known as National Strategic indicators (NSI's) these have been repealed by Welsh Government; leading to a much reduced data set which again reduces the usefulness of comparison to previous years and a direct comparison of the whole performance is not an accurate indication of progress.

The 'Better than Target' value has dropped again this year, due to targets being set at challenging levels with most above the Wales average. The target setting principles used at the start of the year are designed to be challenging so that improvement is maximised and many measures have come very close to achieving target. Nearly 36% of national measures came within 15% of their targets demonstrating the council's commitment to maximising its performance.

National Measure Performance



Further Analysis of 2016/17 Data

In September 2017 the Data Unit Wales will release national data for all 22 authorities and it is then that we will be able to benchmark performance against other authorities. A final analysis of the Year End data will be reported at that time.

Report

Cabinet

Part 1

Date: 14 June 2017

Subject **Improvement Plan 16-18 Update for Quarter 4
(January - March 2017)**

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.'

IP1 Improving Independent Living for Older People and IP8 Improving outcomes for youth justice have all been rated Amber – acceptable.

IP2 Ensuring people have the right social services to meet their needs has been rated Green Star – Excellent.

Good progress is being made overall.

Proposal **Cabinet is asked to:**

- Note the progress made during the fourth 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

Signed

Background

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

A Caring City

1. *Improving independent living for older people*

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

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

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

A Fairer City

3. *Ensuring people have access to suitable accommodation*

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

A Learning & Working City

4. *City Regeneration and Development*

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

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

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

6. *Ensuring the best educational outcomes for children*

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

7. Increasing recycling

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

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

A Safer City

8. Improving outcomes for youth justice

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

Monitoring and Evaluating Progress





1. Summary of Performance

Appendix one presents an evaluation of performance summary of progress.

2 Progress towards Improvement Objectives

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

Appendix two details progress towards each of the eight 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 		Amber - Acceptable 	
2. Ensuring people have the right social services to meet their needs	Amber - Acceptable 		Green - Good 		Green - Good 		Green Star - Excellent 	
3. Ensuring people have access to suitable accommodation	Green - Good 		Green - Good 		Amber - Acceptable 		Green - Good 	
4. City Regeneration and Development	Amber - Acceptable 		Green - Good 		Green - Good 		Green - Good 	
5. Supporting young people into education, employment or training	Green - Good 		Green - Good 		Green - Good 		Green - Good 	
6. Ensuring the best educational outcomes for children	Green Star - Excellent 		Green - Good 		Green - Good 		Green - Good 	
7. Increasing recycling	Amber - Acceptable 		Green - Good 		Green - Good 		Green - Good 	
8. Improving outcomes for youth justice	Good - Green 		Green - Good 		Green - Good 		Amber - Acceptable 	
OVERALL	Green - Good 		Green - Good 		Green - Good 		Green - Good 	

The overall assessment of progress towards achieving the Improvement Objectives set out in the plan is classed as 'Green – Good.' IP1 Improving Independent Living for Older People and IP8 Improving outcomes for youth justice have all been rated Amber – acceptable. IP2 Ensuring people have the right social services to meet their needs has been rated Green Star – Excellent. 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

No local issues.

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)

Council Report: Improvement Plan Quarter 3 Update (20/03/17)

Dated:

Appendix 1.
Summary of Performance Q4 January - March 2017

1. Improving independent living for older people

Overall Assessment this quarter: Amber – Acceptable.

This target is made up of 5 measures.

Telecare and Reablement where there is no package of care after 6 months are both above target.

OT assessments and reviews are just below target at 83.5% with a target of 85%.

The two red measures are annual and have both been introduced by the Social Services & Well Being Act.

The reablement reduced package of care after 6 months - this measure only looks at people without a care and support plan at the point of reablement and there are only 5 in total - of the 5 only 2 had a reduced package of care thereby giving a 40% performance figure against a target of 65%. The total number of people who had a period of reablement in the first 6 months of the year was 234 so this measure does not reflect how many people are benefiting from the service.

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

Overall Assessment this quarter: Green Star – Excellent.

This objective consists of 4 measures.

Adult Protection is green - 7.8% above target

DTOC is green - operating at 1.96 per 1000 aged over 75 of the population. The target at the end of March is 4; the measure is currently under target - demonstrating 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 4 is 480 and we have completed 1,386. This figure has been unusually inflated because of the requirements of the Social Services & Well Being Act that required new assessments to be completed to enable the new care & support plans to be recorded on the system.

Number of assessments for carers is a quarterly report - currently green - the cumulative target for the end of quarter 4 is 80 and we have achieved 101.

3. Ensuring people have access to suitable accommodation

Overall Assessment this quarter: Green - Good.

The overall green judgement is a resultant effort of achieving affordable housing units, a significant year end outcome for average adaptation installations and a number of people contacting the authority for housing advice and assistance being less than the target. It is noted that there are a couple of amber measures but they narrowly miss their target, hence the overall green judgement, as well as empty private homes being returned into use. Continued complexities and volumes of people presenting themselves homeless continues to increase across the City and is reflected in the amber performance of IP 3.3.

4. City Regeneration and Development

Overall Assessment this quarter: Green - Good.

Final year of the 3-year VVP programme has concluded:

- Headline indicators of commercial floor space and jobs created have exceeded targets and show positive news for the city centre

- Delivery of the flagship project of Newport's VVP to redevelop 123-129 Commercial Street has been delayed due to additional funding requirements
- Pending WG approval, the funding for this scheme will now move into a fourth programme year. Unfortunately, this has impacted the target investment into the city centre as the capital grant available in 2016/17 has reduced by £3.097m as a result.
- Whilst the delivery of target housing units created was achieved the above scheme will also deliver an additional 38 units if approved
- With the remaining 2016/17 grant allocation plus recycling of the King's Hotel Development Loan capital investment into the city centre stands at £3m for this financial year.
- The overall judgement is therefore green to reflect the substantial progress made in the city centre over 2016/17.

5. Supporting young people into education, employment or training

Overall Assessment this quarter: Green - Good.

Quarter 4 has seen slowed performance due to changes in some SLA with the funders, however performance has continued at a steady pace. Changes that have been put in place and the launch of the new Inspire 2 Work will see performance improve.

6. Ensuring the best educational outcomes for children

Overall Assessment this quarter: Green – Good.

Over the course of the year, the majority of targets within the Improvement Plan have been met. Progress in pupil attainment (linked to the Key Stage 3 CSI, KS4 L2+, L2+ eFSM performance, L2 Maths and English) was good; demonstrating improved pace and (generally) improved national ranking positions. Secondary attendance showed adequate improvement, whilst a slight dip in primary attendance was noted. Attendance systems and processes across the city have developed and strengthened, although recent changes have not embedded sufficiently to demonstrate impact. The number of fixed term exclusions have declined for a further year. Verified data for 2014-15 shows that the LA has significantly improved the rate of exclusions for less than 5 days. Newport showed a 6.3% improvement which was the third most improved position in Wales.

7. Increasing recycling

Overall Assessment this quarter: Green – Good.

The overall judgement for this objective is Green-Good; diversion of waste from Landfill keeps progressing better than expected and recycling performance for 16/17 is very good, so even if results for Q4 in terms of performance have been lower (mostly due to very low amounts of green waste being collected over the winter), the overall result for the year has been 61.4%. We have also had some positive results in terms of reduction of residual waste linked to the Bettws trial.

All the planned activities have progressed according to plan, with the only amber area being the HWRC performance; this is due to an increase in the amount of residual waste being collected and a significant reduction in the amount of rubble (DIY waste) material collected through the site during the last part of the year. 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. 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: Amber - Acceptable.

Despite not hitting all the targets, significant progress has been made against backdrop of change and disruption which characterised the last year which will have naturally impacted on performance as any change does.

The YOS relocated, lost staff through VR, had staff off on long term leave, had a new mandatory assessment tool introduced, in quarters 3 and 4 experienced a significant increase in court work (over 30% in both quarters), experienced a significant increase in the seriousness of offences

being committed and went through staff restructure. These changes were unavoidable and challenging, but despite this performance was better than targets set in the majority of areas.





There is a risk that a continuation of the current increase in workload (which is at odds with the rest of Gwent and not following the trajectory of Newport's passed years) - specifically the court based work will negatively impact on performance as capacity is already stretched.

The prevention service which supports YOS work at the earliest opportunity, is also under challenge with sizable reductions in funding (from core budget and as a result of Education not being able to continue to part the educational social workers based in the team) resulting in loss of staff. Clearly less staff equates to less capacity, despite the fact that demand is increasing, both in relation to the need of support to prevent offending, as well as prevention activity in relation to the obviate the need of statutory services as a result of the SSWBA. This may adversely impact on performance in relation to reduction of FTE.

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

Mar 2017		
Actual	Performance	Comments
Amber - Acceptable	●	<p>This target is made up of 5 measures.</p> <p>Telecare and Reablement where there is no package of care after 6 months are both above target.</p> <p>OT assessments and reviews are just below target at 83.5% with a target of 85%</p> <p>The two red measures are annual and have both been introduced by the Social Services & Well Being Act.</p> <p>1) The reablement reduced package of care after 6 months</p> <p>This measure only looks at people without a care and support plan at the point of reablement and there are only 5 in total - of the 5 only 2 had a reduced package of care thereby giving a 40% performance figure against a target of 65%. The total number of people who had a period of reablement in the first 6 months of the year was 234 so this measure does not reflect how many people are benefiting from the service</p> <p>Feedback from other Local Authorities about how this is reported against such small numbers has resulted in the Welsh Government changing the definition and criteria currently associated with this target for 2017/18.</p> <p>2) The number of adults received advice and assistance without a repeat contact within 6 months.</p> <p>This was a new measure and there was no baseline upon which to assess expected performance. The way in which this data is collected means that we are unable to separate contacts that come in for the same issue within the 6 month timeframe so it distorts our final performance figures. Currently we have achieved 40.3% against a 50% target so this provides us with a baseline upon which to base our 17/18 target.</p>

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Measures

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

	to Mar 2017				Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	
ACS/20a reablement reduced package of care and support (M)	▲	40.0%	65.0%		
ACS/20b reablement no package of care and support (IP1d) (A)	★	77.8%	40.0%		
ACS/23b Adults who received advice and assistance no repeat contact (over 75) (IP1e) (A)	▲	40.3%	50.0%		
CCAS/L/026 OT Assessments & Reviews (IP) % (M)	●	84.1%	85.0%		
SSL/015 telecare package # (IP1a) (M)	★	1,113	1,000		

Actions

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

	Mar 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 1.1 To deliver an integrated assessment process for older people</p>	☆	All training sessions have now been delivered	Work is ongoing to support full implementation and quality assure the new assessment and recording of outcomes.
<p>✓ IP 1.2 To roll out the integrated pathway for older people</p>	☆	<p>700 older people now have a stay well plan in Newport. The project is now in 10 out of 20 GP surgeries. A patient/carer reference group is established to aid co-production.</p> <p>1,285 people have been contacted by the project. Initial evaluation data shows that there has been a significant reduction in the number of A&E attendances with those who have a StayWell Plan in place and a reduction in the number of Frailty episodes.</p> <p>Also a lower number of people accessing Social Services with a Stay Well Plan when compared to those who do not have a Stay Well Plan.</p> <p>No admissions to residential care for those with Stay Well Plans.</p>	<p>To provide a full evaluation of the project (ABci consultants currently developing the data). To continue to monitor the number of admissions and re-referral to Frailty.</p> <p>To further extend the project to GP's surgeries</p> <p>Further updates against ongoing progress will be reported within the 17/18 service plan for adults services</p>
<p>✓ IP 1.3 Restructure the operational adult social services teams on the NCN footprints.</p>	☆	<p>The re-structure is complete.</p> <p>3 NCN Teams are operational, North, East & West. Workflow processes are in place.</p>	Work will continue to monitor demand and capacity within the teams

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

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

Overall Judgement

Mar 2017		
Actual	Performance	Comments
Green Star - Excellent	★	<p>This objective consists of 4 measures,</p> <p>Adult Protection is green - 7.8% above target</p> <p>DTOC is green - operating at 1.96 per 1000 aged over 75 of the population - The target at the end of March is 4. Currently under the target demonstrating 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 4 is 480 and we have completed 1,386.</p> <p>This figure has been unusually inflated because of the requirements of the Social Services & Well Being Act that required new assessments to be completed to enable the new care & support plans to be recorded on the system.</p> <p>Number of assessments for carers is a quarterly report - currently green - the cumulative target for the end of quarter 4 is 80 and we have achieved 101.</p>

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

Measures

	Mar 2017					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)	★	97.8%	90.0%		!	
ACS/19 SCA/001 Delayed Transfers of Care (M)	★	2.04	4.00	58.44	★	<p>Measure 19 - Delayed Transfer of Care</p> <p>This measure has been updated with the figures from April 2016 to March 2017 as provided by Stats Wales.</p> <p>However the final verified figure will be post populated by WG after the final submission date of 31/05/2017.</p> <p>In Phase will be updated to reflect the validated WG figure once available.</p>
ACS/24 Number of assessments of need for support for carers (Q)	★	101.00	80.00	n/e	n/e	
CCAS/L/027 Number of integrated assessments completed per month (IP2a) (M)	★	1,386	480		!	

Actions

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

	Mar 2017		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 2.1 Establish the pathway for adult social services across health and social care	☆	Project Team in place to facilitate the move towards WCCIS - an integrated health and social care management system	Work will continue to ensure a smooth transition locally and to engage with Regional and National workstreams to ensure Newport is able to capitalise on the opportunities that an integrated health and social care data capture system will offer.
<input checked="" type="checkbox"/> IP 2.2 Restructure the operational adult social services teams.	☆	The operational re-structure is complete. Three NCN teams are in place, workflow processes are fully functional	<p>Workflow processes will offer better opportunities to monitor and manage demand and capacity.</p> <p>As part of the data cleanse aspect of WCCIS implementation the closure of all non-current files will enable better performance management reporting around demand and enable robust service planning around issues of capacity</p>
<input checked="" type="checkbox"/> IP 2.3 Develop and implement the integrated assessment tools	☆	New Act compliant documentation has been implemented across the service area and over 80% of all service users are in receipt of a new Care & Support Plan (CASP)	<p>To continue to monitor the quality of recording and outcome measurement and develop techniques to support the performance management framework within the new WCCIS system</p> <p>To offer continued support to staff to ensure all are appropriately skilled and competent in recording all active cases on the new documentation within WCCIS</p>

<p>✓ IP 2.4 Review and re-commission services as necessary</p>	<p>★</p>	<p>Newport Support Partnership is in place and a new Third Sector mental health consortium that operates across Gwent. The new consortium operates on the same basis as the Newport Support Partnership. The focus is prevention and access is via a single point of contact. The service was commissioned jointly with Health.</p> <p>Commissioning processes for domiciliary care, family aide and support for children and families are nearing completion.</p>	<p>To continue to engage with Regional and National workstreams i.e domiciliary care review and commissioning of residential care services, establishing pooled budgets in line with the requirements of the Act.</p> <p>To continue to deliver efficiencies and quality within the delivery of care through the application of commissioning and contract monitoring processes</p>
<p>✓ IP 2.5 Review and develop our systems and processes</p>	<p>★</p>	<p>WCCIS implementation project is underway and transition plan is in place. Workstreams include: Training Business processes Data Migration Communications</p>	<p>To continue to progress with transition planning to facilitate WCCIS implementation late in 2017/18</p> <p>To continue to work with Regional & National groups to ensure a smooth transition and to further develop recording and reporting processes.</p>
<p>✓ IP 2.6 Undertake a Questionnaire of people who have a care and support plan</p>	<p>★</p>	<p>The survey has been completed -returns have been collated and submitted to the Welsh Government as required</p>	<p>Newport's survey results will be analysed as part of a National exercise to be completed by the Welsh Government - the results are not yet available.</p> <p>Newport awaits a decision on the requirement to conduct a similar survey in 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

Mar 2017		
Actual	Performance	Comments
Green - Good	★	The overall green judgement is a resultant effort of achieving affordable housing units, a significant year end outcome for average adaptation installations and a number of people contacting the authority for housing advice and assistance being less than the target. It is noted that there are a couple of amber measures but they narrowly miss their target, hence the overall green judgement, as well as empty private homes being returned into use. Continued complexities and volumes of people presenting themselves homeless continues to increase across the City and is reflected in the amber performance of IP 3.3.

Measures

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

	Mar 2017					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
PLA/006 (N) Planning affordable housing units #	★	149	60		!	
PSR/002 Adapt'ns DFG days delivery avg. (HY) (NSI, PAM, IP, SP)	★	186	238	241	★	
PSR/006 Ave days non-DFG adapt'ns (HY) (IA Theme 1)	●	21	19		!	
RIH/L/043 No. people approaching authority for housing advice and assistance (Q) (IP3b)	★	2,143	2,600		!	
RIH/L/044 The percentage of households for whom homelessness was prevented (Q) (IP3e)	●	49%	50%		!	

Actions

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

	Mar 2017		
	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	●	Action to return empty homes to use relies mainly on voluntary collaboration with owners; capacity within the housing team to engage with owners and provide information, advice and support is currently very limited.	The council's empty homes strategy will be reviewed during the first half of 2017/18 and options set out for future action on empty homes.
<input checked="" type="checkbox"/> IP 3.2 To minimise the waiting times for major and minor adaptations	☆	This Q4 update confirms that the significant improvement that has been achieved over recent years in waiting times for adaptations has been sustained.	The Private Sector Housing team is currently reviewing its tendering arrangements and will be introducing an 'e-tendering' process to realise potential for further delivery time improvements.
<input checked="" type="checkbox"/> IP 3.3 To prevent people becoming homeless whenever we can	●	<p>Homelessness prevention is a key activity within the housing service with well-established interventions that are proving effective in tackling and alleviating homelessness. There are continuing pressures however in maintaining service delivery and continuing to meet the target:</p> <ul style="list-style-type: none"> • the reluctance of a growing number of private landlords to accept individuals on benefits or a low income due to the perceived financial risk; many agents will only accept individuals with a guarantor in place • the increase in rental costs and the gap between the LHA rate paid through Housing Benefit and the contractual rent • continued pressures around welfare reform cuts and the subsequent financial pressures on households • the increase in clients presenting with multiple and complex needs 	We need to continue delivering prevention services within the parameters of the statutory framework set out in the Housing (Wales) Act 2014 but also to consider other options to assist in seeking to manage homelessness more effectively. These will be considered during the course of the next year and a full review of homelessness will be undertaken with a view to the development of a citywide homelessness strategy during 2018 based on the findings of the review.

IP4 City Regeneration and Development

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

Overall Judgement

Mar 2017		
Actual	Performance	Comments
Green - Good	★	Final year of the 3-year VVP programme has concluded: - Headline indicators of commercial floor space and jobs created have exceeded targets and show positive news for the city centre - Delivery of the flagship project of Newport's VVP to redevelop 123-129 Commercial Street has been delayed due to additional funding requirements - Pending WG approval, the funding for this scheme will now move into a fourth programme year. Unfortunately, this has impacted the target investment into the city centre as the capital grant available in 2016/17 has reduced by £3.097m as a result. - Whilst the delivery of target housing units created was achieved the above scheme will also deliver an additional 38 units if approved - With the remaining 2016/17 grant allocation plus recycling of the King's Hotel Development Loan capital investment into the city centre stands at £3m for this financial year. - The overall judgement is therefore green to reflect the substantial progress made in the city centre over 2016/17.

Measures

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

	Mar 2017					
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
RIH/L/036 VVP - increase in city centre housing (A) (IP, SP)	★	57	19		!	
RIH/L/040 VVP - programme delivery (A) (IP4a)	▲	3,000,260	4,364,878	n/e	n/e	
RIH/L/041 VVP - commercial floor space improved (A) (IP4b)	★	2,185	1,000	n/e	n/e	
RIH/L/042 Jobs created/enabled (VVP + Business Support) (A) (IP4c)	★	504	420	n/e	n/e	

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

Mar 2017		
Actual	Performance	Comments
Green - Good	★	Quarter 4 has seen slowed performance due to changes in some SLA with the funders, however performance has continued at a steady pace. Changes that have been put in place and the launch of the new Inspire 2 Work will see performance improve.

Measures

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

	Mar 2017			
	Performance (YTD)	Actual (YTD)	Target (YTD)	Period Performance
**SIP Young people NEET Year 11 (%) (A)	★	1.7%	3.5%	
**SIP Young people NEET Year 13 (%) (A)	★	2.4%	4.0%	
NEET\01 Number of young people accessing children and YP skills project (Q)	★	1,204	1,000	
NEET\09 % 16-18 yr olds not in education, employ or training (A)	★	4.2%	10.0%	
RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (Q) (IP5c)	★	159	150	
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) (IP5d)	●	76	88	The year to date actual is demonstrating a figure of 76, however the quarterly totals are demonstrating an annual total of 304 against the target of 88. The target is on track.
RIH/L/048 % young people recorded as unknown following compulsory education (A) (IP5j)	★	0.07	0.50	
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) (IP5n)	●	120	123	
RIH/L/050 number of 18-24 yr olds progressing from WBLA to further opportunity (Q) (IP5o)	★	181	175	

Actions

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

		Mar 2017	
		Perform:	IP Activity Planned
✓ IP 5.01 YEPF Co-ordinator providing support	★ 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. Additional work was carried out with the Youth Offending Education Coordinator and the Looked After Children Education Coordinator to ensure the engagement of young people. The 2015 school leavers work was completed with schools and providers to ensure the data was accurate and the number of young people not engaged in education, employment and training was reduced in Year 11, 12 and 13. The exit strategy for the Life Education project was implemented resulting in a final day event for the young people. The continuation of the 16-18 practitioner group every 6 weeks whereby all young people are allocated a Lead Worker chaired by the Youth Engagement and Progression Framework Coordinator. The Youth Support Services Board commissioned 2 pieces of work for the YEPF Coordinator to support: A Local Authority review of the NEET process Youth Support Services Sufficiency Audit	Summer allocation meetings to begin using the EI for Key Stage 3 and 4. All these will be completed by the end of June. Additional groups to be worked with through the EI with the Pupil Referral Unit and the Youth Offending Service. Potential NEET meetings to be held with each Secondary School regarding the Key Stage 4 and Key Stage 5 pupils.	
✓ IP 5.02 Deliver the Families First Children and Young People's Skills Project	★ Quarter 4 saw the project support an additional 226 young people, through group work and 1 to 1 intervention to improve attendance at school and gain skills to support their education. 76% have improved their attendance and	Workers will continue to work with local high schools, partners and the YEPF coordinator to identify young people at risk. Continue to target the improvement of attendance and attainment. The project will complete a procurement exercise in the next quarter to appoint a specialist organisation to address mental health issues with school children.	
✓ IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects	★ The curriculum week has been completed and levels 3 were achieved in Maths and English, the end of the 4th quarter have see the project in its first year support a total of 139 young people to improve attendance and gain qualifications	Qtr 1 of this year will work to secure mental health services for young people as part of the project. this will support young people to maintain education and stay engaged. Further work with year 11 pupils will continue to ensure they are able to complete qualifications and education. Inspire 2 Work has been launched and will be the transitional vehicle along side C4W to ensure children leaving school are transitioned to a support programme. Qtr 1 will see the creation of the teams and the first referrals.	

<p>✓ IP 5.04 Communities First NEET engagement project</p>	<p>● The new NEET programme has been developed and SLA have been agreed. Qtr 1 of the new year will see the new programme that will concentrate more on delivering qualifications rather than just engagement.</p>	<p>Qtr 1 will see the launch of the new programmes, planning to deliver 1 programme by the end of the quarter. the new programme will deliver community involvement projects and qualifications/ skills for employment.</p>
<p>✓ IP 5.05 Deliver Communities 4 Work programme</p>	<p>● C4W staff have been working with their current case loads to support people to gain employment, WG have recognised the difficulties in engaging with the targeted customer group and will therefore be re profiling the targets for the programme.</p>	<p>This quarter we will be re profiling the programme with WG. The team will continue to work with existing case loads until the new profiles have been confirmed.</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 and 17 year old people learning opportunities to enable them to re-engage into education and training opportunities.</p> <p>YEPF Officer in place for data analysis. Data analysis is carried out and reported on for all young people in the 5 tier model.</p>	<p>This work will continue and the funding is in place for the YEPF Officer.</p>
<p>✓ IP 5.07 Working with providers of education</p>	<p>★ This is maintained through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>Work is also monitored through the Deputy Curriculum group where the YEPF Coordinator is a member.</p> <p>Continued work with Coleg Gwent to ensure appropriate provision.</p>	<p>This will be continued through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>The YEPF coordinator will work with Heads of Key Stage 4 and 5 to ensure appropriate progression routes and refer onto other providers when necessary.</p>
<p>✓ IP 5.08 Develop and deliver specific employability programmes</p>	<p>★ Appointment of the consultant to carry out a skills sector analysis in the city has been completed and consultations have begun. We have supported the Celtic Manor in recruiting to 4 vacancies and will continue to provide relevant candidates for employment opportunities. Inspire 2 Work has now been approved and will begin delivery in qtr 1 of next year. Dialogue has begun with SISK group who are the developer of the ICC and recruitment requirements are being addressed.</p>	<p>Continue to work with partners such as the Celtic Manor to support recruitment needs, working with SISK and Costain to support recruitment requirements for their projects. Also working with colleagues in business support to provide help to SISK and Costain in creating local supply chains. Launched I2W, will see first referrals into the programme during qtr 1.</p>
<p>✓ IP 5.09 Map provision for young people</p>	<p>★ The YEPF Coordinator has coordinated with Barnardos and planned the pieces of work. The work has begun with focus groups carried out with professionals and young people.</p>	<p>This work will continue and will be complete by July. It will be reported back to the Youth Support Services Board.</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 to 18 practitioner group which the YEPF Coordinator chairs and all young people who are unable to engage in education, employment or training are allocated a Lead Worker. Learning Provider Network which is chaired by the YEPF Coordinator. 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>★ The YEPF Coordinator and Accountable Officer for the YEPF continues to report to the Youth Support Services Board and Cabinet Member for Skills and Work. The sufficiency audit from Barnardo's will ensure the focus.</p>	<p>Feedback to both the Youth Support Services Board and Cabinet Members will continue. Recommendations from the sufficiency Audit will also be considered by the Youth Support Services Board.</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

Mar 2017		
Actual	Performance	Comments
Green - Good	★	Over the course of the year, the majority of targets within the Improvement Plan have been met. Progress in pupil attainment (linked to the Key Stage 3 CSI, KS4 L2+, L2+ eFSM performance, L2 Maths and English) was good, demonstrating improved pace and (generally) improved national ranking positions. Secondary attendance showed adequate improvement, whilst a slight dip in primary attendance was noted. Attendance systems and processes across the city have developed and strengthened, although recent changes have not embedded sufficiently to demonstrate impact. The number of fixed term exclusions have declined for a further year. Verified data for 2014-15 shows that the LA has significantly improved the rate of exclusions for less than 5 days. Newport showed a 6.3% improvement which was the third most improved position in Wales.

Measures

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

to Mar 2017					
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Period Performance
EDU/004 Pupils KS3 CSI % (A)	★	83.4%	82.1%	84.1%	
EDU/010b) (N) Pupils fixed excl'ns secondary days #	n/a	1,607	2,052	?	
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)	★	57.3%	55.2%	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	?	

Actions

Key for Actions

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

	Mar 2017		
	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 LA and EAS will have agreed a Business Plan for 2017-18 to secure further improvement in pupil attainment. Schools have submitted 'progress towards targets' on a termly basis. Schools with noticeable gaps between progress towards targets and their agreed targets have been supported and challenged in a timely fashion. Amber and Red Newport secondary schools have met each half term to monitor their agreed targets and action plans via Local Authority led EIB's</p>	<p>Individual school and cluster moderation will take place to determine and secure the validity of Teacher Assessment at Key Stage 3. Moderation reports will be fed back to school to improve and refine processes for 2017-18.</p> <p>Year 11 learners will continue to receive intensive support for external exams.</p> <p>There is a specific focus on target setting for current year 8 and 10 pupils (to ensure appropriate pupil outcomes are realised at the end of Key Stage 3 and 4).</p>
<p>✓ IP 6.2 Improve Primary & Secondary Attendance</p>	★	<p>A media campaign based on Newport Transport buses was launched to promote school attendance. SIMS Discovery software was offered to all Newport Schools and two training sessions were provided. The "Protocol for Schools with Lower than Expected Rates of Attendance" was approved by the Cabinet Member for Education and Young People then issued to schools. A termly attendance forum was held including presentations by a Caerphilly Primary and Secondary school who have demonstrated a significant increase in attendance in recent years. An annual review of school attendance was prepared and issued to Newport schools.</p>	<p>A truancy sweep will be enacted in partnership with Gwent Police.</p> <p>A termly attendance forum will be held including presentations from Newport Secondary Schools to share good practice.</p> <p>The Protocol for Schools with Lower than Expected Rates of Attendance will be enacted through Step 1 meetings, follow up to Step 1 meetings and Education Improvement Board meetings.</p> <p>A South East Wales Consortium (SEWC) regional attendance strategy will be presented to SEWC Directors for consideration by the Assistant Head of Education in Newport.</p> <p>A SEWC attendance data sharing protocol will be established to support regional identification of schools with high rates of attendance in order to aid sharing of best practice.</p>

<p>✓ IP 6.3 Reduce pupil exclusions</p>	<p>★</p>	<p>The Assistant Head of Education has attended some cluster meetings to discuss primary managed moves. One primary managed move has taken place with successful outcome. Primaries with highest rate of exclusions have received monitoring visits and support from Assistant Head of Education -Inclusion and ALN team</p>	<p>Remainder of cluster meetings will take place to discuss primary Managed Moves.</p> <p>Further primaries with increased exclusions will receive exclusion monitoring visits from AHOE and CIA Behaviour.</p> <p>An in-depth exclusion data profile has been created for both primary and secondary schools showing the last 3 years data and aligned with the Welsh Government requirements. This will be shared with Every Child Group.</p> <p>The PRU will have an exclusion monitoring visit from CIA Behaviour</p> <p>The review of ALN provision across the city will continue and a new structure for the PRU will be finalised by the working parties.</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

Mar 2017		
Actual	Performance	Comments
Green - Good	★	The overall judgement for this objective is Green-Good; diversion of waste from Landfill keeps progressing better than expected and recycling performance for 16/17 is very good, so even if results for Q4 in terms of performance have been lower (mostly due to very low amounts of green waste being collected over the winter), the overall result for the year has been 61.4%. We have also had some positive results in terms of reduction of residual waste linked to the Bettws trial. All the planned activities have progressed according to plan, with the only amber area being the HWRC performance; this is due to an increase in the amount of residual waste being collected and a significant reduction in the amount of rubble (DIY waste) material collected through the site during the last part of the year. 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. 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.

Measures


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

	Mar 2017					Period Performance
	Performance (YTD)	Actual (YTD)	Target (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
STR/L/018 % of municipal waste recycled at the HWRC (Q)	●	56.91%	65.00%		!	
STR/L/021 trial exercise to reduce residual waste (Q) (IP7e)	★	59	25		!	
WMT/004b Percentage of municipal wastes sent to landfill (Q)	★	7.77%	18.00%	18.14%	★	
WMT/010 WMT/009b municipal waste reused, recycled and composted (Q)	★	61.40%	58.00%	60.19%	★	PI value has been updated today following an update from the Waste Data Flow system-there has been an error when processing data for some of the recyclable material NCC collected; as a result initial value for PI was lower than it should. Now it has been corrected to the final value- 61.4%

Actions

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

		Mar 2017		
		Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 7.1 To improve the recycling services</p>	<p>☆</p>	<p>Improved recycling collections</p> <p>Q4 has seen the end of the cardboard roll out right by the end of March. Now 100% of the households are on the red bag scheme and we will be able to have a full year monitoring period during 17/18. A comparative of the tonnage data for 16/17 and 15/16 shows an increase of 5.8% in the amount of cardboard collected which is a very positive results that hopefully will be also achieved or improved during 17/18.</p> <p>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 have been held and an action plan to engage with residents was agreed. The plan involved a communications campaign, engagement through doorknockers and an open day at Wastesavers depot. A pilot scheme is also going on in a block of flats, where the refuse containers have been changed from communal bins per block to individual bins so residents can take ownerships of the waste generated and presented for collection. The new flats vehicle and additional bins for flats have also been delivered.</p> <p>Doorknocking campaign</p> <p>During Q4 we delivered the final part of the doorknocking campaign and final phases of communications campaign linked to the cardboard roll out; our recycling advisors also helped with the communications campaign in the Bettws flats areas. Once finished we have gathered all the participation monitoring data and analysed the results, which show an increase in participation of 2.88% overall, exceeding the initial target of 2%.</p> <p>HWRC improvements</p>	<p>Once the cardboard roll out has been completed, we have entered the monitoring phase so planned activities centre on keeping with the monthly contract management meetings and monitoring of tonnage and operational indicators to see if the increase in recycling turns into a reality. An important part of this will also be analysing the resident's response in terms of issues or complaints, so a close monitoring of the recycling service will be carried out. We will also aim to keep improving the recycling activity in areas of flats; after the last actions together with NCH in the Bewtts area, during Q1 there will be some follow up discussions and aim is to be able to extend the same measures to other areas across the City, so a proposal of actions in other areas that can be implemented during 17/18 will be presented at Waste Board. As a follow up of the staff assessments carried out during Q4 in 16/17, training sessions and visits to other HWRCs that are good practice examples will be arranged during Q1 of 17/18, with the aim of improving performance at Newport's HWRC. Final works to install the cardboard compactor and webcam are also expected shortly. The Council is also currently working on preparing and implementing a new Waste Strategy that will pave the way to meet the different recycling targets from now to 2025. The aim is to have a final draft that can be approved during 17/18, and to start working on some of the proposals linked to the House Waste Recycling Centre and trade services during 2017/2018.</p>	

<input checked="" type="checkbox"/> IP 7.2 To divert all household and trade refuse waste collected by the council	 <p>During Q4 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 (Energy from Waste) during the quarter (7,072) was slightly higher than the target (6,600), which helped to get additional recycling tonnage through recycling of incineration bottom ash.</p>	<p>During Q4 all planned all planned activities have carried out according to plan: the reuse shop has been extended and new signage is in place. Also, a webcam and the new cardboard compactor have been ordered and we are waiting for them to be installed shortly. Also, a skill assessment for the HWRC staff has been conducted.</p> <p>Diversion of waste from landfill will continue in the same fashion as in 16/17, by sending the household refuse waste to the Energy from Waste facility located in Cardiff</p>

Overall Judgement

Mar 2017		
Actual	Performance	Comments
Amber - Acceptable	●	<p>Despite not hitting all the targets, significant progress has been made against backdrop of change and disruption which characterised the last year which will have naturally impacted on performance as any change does.</p> <p>The YOS relocated, lost staff through VR, had staff off on long term leave, had a new mandatory assessment tool introduced, in quarters 3 and 4 experienced a significant increase in court work (over 30% in both quarters), experienced a significant increase in the seriousness of offences being committed and went through staff restructure. These changes were unavoidable and challenging, but despite this performance was better than targets set in the majority of areas.</p> <p>There is a risk that a continuation of the current increase in workload (which is at odds with the rest of Gwent and not following the trajectory of Newport's passed years) - specifically the court based work will negatively impact on performance as capacity is already stretched.</p> <p>The prevention service which supports YOS work at the earliest opportunity, is also under challenge with sizable reductions in funding (from core budget and as a result of Education not being able to continue to part the educational social workers based in the team) resulting in loss of staff. Clearly less staff equates to less capacity, despite the fact that demand is increasing, both in relation to the need of support to prevent offending, as well as prevention activity in relation to the obviate the need of statutory services as a result of the SSWBA. This may adversely impact on performance in relation to reduction of FTE.</p>

Measures

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

	Mar 2017			
	Performance (YTD)	Actual (YTD)	Target (YTD)	Period Performance
YJ/L/11 Percentage of young people referred for community resolution (M) (IP8a)	★	42.6%	30.0%	
YJ/L/12 Percentage of young people referred to Newport Bureau for Out of Court Disposals (M) (IP8b)	★	23.0%	15.0%	
YJ/L/16 Young people with substance misuse needs access services (M) (IP8f)	●	75.6%	80.0%	Performance in this area has improved this month. 2 of the 10 closed cases were referred to the SMW and both commenced assessment and treatment interventions within timescales.
YJ/L/18 % Young People Out of Court Disposals Re-offend within 12 mnths	★	24%	30%	
YJ/L/19 % Young people statutory orders who re-offend within 12 mnths	●	46.0%	45.0%	Despite performance being slightly outside target for the year, it must be stated that the number of young in the re-offending cohorts in this area are quite small. This is largely due to small numbers of young people receiving a Court Order in 2015/16 as young people were being diverted via an Out of Court Disposal route. Those being left within the court system are highly complex cases and are more likely to re-offend.
YJ/L/20 Av hours education, training or employment (M) (IP8j)	★	18.2	17.5	
YJ/L/13 Number of first time entrants into youth justice system (M) (IP8c)	●	55	50	Again we see an increase in the number of FTE's this month, as more young people are committing serious crime, offences of which include, motoring offences, drugs offences, violence against the person, domestic burglary and theft. Despite this impacting on performance it must be stated that we cannot control the level of workload and complexities of cases coming through to the YOS.
YJ/L/14 Proportion of young people sentenced to custody (M) (IP8d)	★	12	15	

Actions

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

	Mar 2017		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 8.1 Reduction in first time entrants	●	<p>Whilst performance slightly fell below target, the seriousness of offending was the primary factor in this. The police operation Jewel which targeted drug supplying in the city, together with the pill disorder brought many young people in to the system who were previously unknown to either preventions or YOS. Similarly an increase in driving offences (experienced across Gwent) played a role in this.</p>	<p>Increase collaborations with partners and other agencies to increase the prevention offer as well as support exit strategies.</p> <p>Continue with participation in the Pill area action plan</p> <p>Develop working arrangements with Drugaid (new Gwent wide substance misuse service for young people)</p>
<input checked="" type="checkbox"/> IP 8.2 Reduction in the use of youth custody	★	<p>Despite the increase in seriousness of offending, performance was better than the target. The robust gatekeeping of reports, and faith Magistracy in the YOS are contributing factors.</p>	<p>Continue with current practice.</p> <p>Please note that whilst positive action is being taken by Heddlu Gwent Police in relation to the growing challenge of drug running and supplying drugs in the City (Operation Jewel) this will have a negative impact on YOS performance as many young people as well as adults are involved. The seriousness of these offences are likely to attract custodial sentences, the precedence for which was set in the latter part of 2016/17.</p> <p>The operation has continued in 2017/18 with currently 8 young people in the process of being sentenced and custody being a real possibility for these.</p> <p>Every effort is being made to identify resources to both tackle this on a preventative basis as well as once convicted. Collaboration with Drugaid will be central to this, as well as with other key agencies..</p>
<input checked="" type="checkbox"/> IP 8.3 Access to Education, Training and Employment	▲	<p>Significant progress has been made in the area. The working group of partners focussing on this area specifically, together with forensic analysis of those not in requisite hours, has supported this improvement.</p>	<p>Continue with current practice and review and revise the ETE plan (which will be part of new Business Plan) focussing more on 16+ where performance is slightly lower than school age.</p>
<input checked="" type="checkbox"/> IP 8.4 Access to timely mental health assessment and treatment	★	<p>Consistently exceed target</p>	<p>Continue current practice</p>

<p>✓ IP 8.5 access to timely assessment and treatment in relation to substance misuse.</p>	<p>▲</p>	<p>Performance has improved in the last quarter following inconsistency through the year which initiated a close inspection of process. Remedial actions were put in place and appear to be working.</p>	<p>A new service is in place from April 2017 - a new service level agreement and memorandum of understanding is in the process of being developed which will support the work in the future.</p> <p>Quarter 1 of 2017/18 is likely to see a decrease in performance, as the worker has resigned (finishes at end of May) and there is likely to be a vacancy for a short period. However, this marks an opportunity to ensure that lessons learned are operationalised from the outset, as well as young people being able to access a wider range of provision than was available from the former provider from the new service.</p>
<p>✓ IP 8.6 Access to appropriate/suitable accommodation</p>	<p>★</p>	<p>Performance has exceeded target though there will always be a cohort of young people who for various reasons cannot access 'suitable accommodation'</p>	<p>A meeting is planned in late May between various agencies and partners (Housing, Llamau, SSD, YOS) to scope the demand for a new provision to target the young people whose behaviour and offending pose the greatest challenge.</p>

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Report

Cabinet

Part 1

Date: 14 June 2017

Subject **Revenue Budget Out-Turn - 2016/17**

Purpose This report presents the Council's financial position in respect of the year ending 31 March 2017, notes recurring budget issues, recommends use of the small underspend to Cabinet and sets out changes to Council reserves.

Author Head of Finance

Ward All

Summary The revenue outturn shows a very small underspend of £326k (0.2% of the net budget excluding schools) compared to a £530k saving forecasted and reported in January – the difference being a further overspend in service areas, which have been offset by further underspends in non-service areas including increased council tax surplus.

This position continues the successful track record of this Council managing within its overall budget, at a time of declining resources and significant pressure on certain budgets.

In 2016/17, like previous years, underspends generated have largely come from non-service budgets, mainly (i) unused budget contingency, (ii) better than anticipated Council Tax income as housing numbers increase and collection rate is improved, (iii) reduced Council Tax reduction scheme costs as claimant numbers have decreased and (iv) some service area underspending, mainly vacancy savings.

In the past, these have been added to reserves to add capacity to the Council's change programme and supporting future major capital projects. In 2016/17, Cabinet agreed to use nearly £900k, supplemented by existing reserves and additional expected underspend from change to minimum revenue provision charging policy in 2017/8, to fund a £2.5m package of one-off spending on key priorities. Also agreed was £1.1m transfer to reserves to fund the 2017/18 budget for schools as agreed in the budget strategy report. The outturn confirms that this spend is now funded, in full, and can proceed as planned.

Whilst the overall position is good, there are significant overspends within service areas totalling £3,502k (including schools). The £1,050k overspend attributable to schools is matched by a corresponding transfer from school balances (reserves) whilst the remainder has been more than offset by non-service underspends on council tax reduction scheme (£1,063k), council tax surplus (£1,539k), budget contingency (£1,473) and teacher's pension savings (£287k).

This has led to an overall underspend of £326k, which is recommended to be transferred to specific earmarked reserves as detailed in the report.

The outturn report points to very significant budget pressures and issues currently in place which will impact on the 2017/18 budget and, if not resolved through management

action, require additional funding in the future and therefore increase significantly the size of the medium term budget gap, and 2018/19 in particular. These are:

- Adult's Social Care - Community Care budget - c£1.1m
- Children's social care – out of area placements - c£800k - £900k
- StreetScene - undelivered MTFP savings - c£850k
- Education - school budgets - n/a – schools deficit

Budgets investments made in 2017/18 will have dealt with some, but not all of these and some issues will be one-off in nature. A significant residual risk still exists and these will need to be addressed appropriately through management action for 2017/18 and flagged up in our 2017/18 budget monitoring. This is crucial to ensure that underlying budget issues are resolved robustly as non-service budgets will not necessarily be able to mitigate against service area overspending in the future at this level and reduces the potential for non-service specific underspending to be utilised by Cabinet for one-off spending to support priorities.

Proposal That Cabinet:

1. Note the out-turn position, which is subject to audit and the major variances for the year (paragraphs 3-7);
2. Note the current level of general and specific reserves (appendix 4).
3. To approve the use of the underspend as set out in paragraph 20 of the report;
4. Note the concerns around on-going financial management given the recurring nature of some of the issues which have arisen during 2016/17 monitoring (paragraph 8-9).

Action by Head of Finance

Timetable Immediate, to meet publication deadline for 2016/17 accounts.

This report was prepared after consultation with:

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

Appendix 1 Revenue Summary Monitor (March 2017)
Appendix 2 Budget Dashboards
Appendix 3 School Balance Outturn Position
Appendix 4 2016/17 Reserve Movements
Appendix 5 Projected Reserve Movements
Appendix 6 Delivery of MTFP Savings

Background

1. Budget monitoring is a key part of the Councils financial control framework. The Council operates a risk based monitoring process, identifying key risk areas which are reviewed in detail on a monthly basis. This report is a summary statement of key issues that explain the outturn position and which subsequently impact upon financial management. There are monthly, service specific dashboards which Heads of Service (HoS) and Cabinet Members receive, providing more detailed explanations of the financial position, financial risk and action that has been taken to manage budget overspending.
2. The work on the outturn position as at the 31 March 2017 has now been completed, and Cabinet are asked,
 - (i) to note:
 - the draft revenue outturn position (subject to audit) of £326k underspend prior to final approved transfers to reserves;
 - the current and emerging issues which are likely to have a financial impact in 2017/18;
 - the transfers (into)/ out of reserves already included in the above position (as shown in appendix 4). These are transfers (into)/ out of reserves already been approved by Cabinet as part of budget setting, budget monitoring or specific project decisions.
 - (ii) to review and approve:
 - the recommendations for utilising the outturn underspend shown in paragraph 20.

Outturn position – summary

3. The draft revenue outturn shows budget variances in the following key areas for 2016/17:

	£'000
Overspending in service areas (exc. Schools)	2,452
Overspends in Schools	<u>1,050</u>
Service area overspends	3,502
Schools balances transfer	(1,050)
<i>Non Service underspends:</i>	
Underspend on the Council's capital financing	(82)
Savings on C Tax benefit rebates – lower claimant No's	(1,063)
Council Tax surplus saving – housing growth	(1,539)
Savings against Council's contingency budget	(1,473)
Teacher's pension saving	(287)
Budgeted or previously agreed transfer to reserves	1,587
<i>(i) School revenue reserve</i>	<i>1,100</i>
<i>(ii) Investment reserve</i>	<i>900</i>
<i>(iii) Other - net</i>	<i>(413)</i>
Other (non-service) variances	<u>79</u>
Net Underspend	(326)
Other reserve transfers, subject to approval	326
Net Position (post transfers)	Nil

4. The above analysis shows that there was significant overspending in 2016/17 across service areas of £3,052k, this includes £2,452k of non-schools overspends and £1,050k overspend in schools. These are the net positions and there are some very significant individual issues which have been reduced by in-year savings, very often on staff budgets and (in some areas) overachievement of MTFP savings. This highlights a number of budget issues across the authority that need to be addressed in 2017/18. Directors and HoS have been briefed by accountancy on their positions and will need to work towards addressing these issues in the current (2017/18) financial year.
5. While schools' overspending of £1,050k is offset by a transfer from their balances, it is important to note that this is a worsening position for schools and is not sustainable. Reserve movements are shown in appendix 3. Cabinet should note the large number of schools with relatively low balances which introduce risk of more schools going into a negative balance reserve position if governing bodies do not set balanced budgets both this year and over the medium term.
6. The overall position was assisted in the financial year by significant underspends in non-service areas. These include significant increases in council tax income above budget due to housing growth, council tax benefit rebates due to lower claimant numbers, and non-use of the revenue contingency budget. It would not be prudent for the Council to rely on this level of underspend to continue in these areas in the future, as the council tax base levels have been adjusted in the 2017/18 Medium Term Financial Plan (MTFP) and significant savings have been accepted on the council tax benefits rebate budget. Although budget investments in service areas will have dealt with some of the on-going 'problem' areas, service areas will need to ensure that spending is brought into line with agreed budgets in the future.
7. The main variances across the areas are detailed below:

PEOPLE

Children & Family Services - £180k overspend

- Out of area residential placements - £892k overspend. This is a demand led budget which has seen a significant increase in placements since October 2016 due to new, unexpected placements being made as well as extensions to previously assumed short term placements (currently 17 placements at varying costs against a budget of 12);
- Children & Family staffing – (£505k) underspend. Earlier than anticipated closure of Brynglas Unit. This is not a recurring saving instead an early achievement of 2017/18 saving proposals;
- In-house fostering – (£235k) underspend. Fewer than budgeted in house placements made during the year. As a result management decision made to transfer some of this budget to independent fostering agencies to offset the unachieved budget saving of £200k. This is a sustainable movement given the trends over the last three years;
- Inter-agency adoption fees - £106k overspend;
- Leaving care placements - £104k overspend. Primarily due to a placement for a young offender with specific licensing conditions for 2:1 care costing approximately £90k;
- Lower than expected number of kinship and special guardianship orders – (£71k) underspend;
- Reduced legal fees incurred – (£50k) underspend.

Adult & Community Services - £517k overspend

- Community care - £1,100k overspend. There are some key areas of overspending within the service:

- i) The number of clients receiving community care funding (including residential placements and non-residential care packages) increased towards the end of last year and has continued at this rate (current number of clients 1,586 at varying costs against a budget of 1,566);
 - ii) Income shortfall – This is mainly due to a £190k reduction in Supporting People Grant (SPG);
 - iii) £150k undeliverable double handling saving (full target of £300k);
 - iv) Increase in demand and loss of respite income due to fairer charging policy (£120k);
- Adult services staffing – (£207k) underspend due to one off grant funding for posts and early achievement of 2017/18 savings;
 - Adult services supplies – (£126k) underspend. This underspend has been reallocated as part of the 2017/18 budget process;
 - Early achievement of 2017/18 homecare savings – (£124k) underspend;
 - Adult services contracts paid via Intermediate Care Fund (ICF) grant funding – (£122k) underspend;
 - Integrated community equipment pooled budget – (£110k) underspend
 - Frailty pooled budget – (£92k) underspend.

Education – £493k overspend

- Pressure due to demand placed upon a number of Special Educational Needs (SEN) budgets - £917k;
- Non Domestic Rates (NDR) credits in respect of school revaluations – (£174k);
- Reduced charges from the Education Achievement Service (EAS) – (£131k) underspend;
- Higher than anticipated statutory maternity payment (SMP) credits – (£74k) underspend;
- Reduced match funding requirements for the Education Improvement Grant (EIG) – (£58k) underspend.

Schools – £1,050k overspend

- Pressure within Individual School Budgets (ISB) has resulted in a £1,050k reduction in school balances. Total school balances (reserves) reduced from £5.9m to £4.8m during 2016/17. The movements per sector are shown in the table below:

Table 1: School Balances (Reserve) Movements by Sector

	Closing balance 2015/16	Closing balance 2016/17	Increase / (Decrease) in balances
Sector	£'000s	£'000s	£'000s
Secondary	2,396	1,683	(713)
Primary	3,340	3,153	(187)
Nursery	49	17	(32)
Special	97	(21)	(118)
Total Balances	5,881	4,831	(1,050)

- The individual schools balances are shown in appendix 3. Three schools are reporting a negative balance position at the end of the year, one from each of the primary, nursery and special sectors and the cumulative deficit for these schools is £38k. A fourth school,

in the secondary sector, is also within a financial recovery period with an internal loan ensuring its reserve is positive;

- The previous monitoring position had indicated there would be a reduction of £1.6m from school balances (reserves) but the year-end position was better than forecast primarily from additional income in the final two months of 2016/17. Schools received allocations of Education Achievement Service (EAS) grant (£450k) and SEN funding (£115k) during this period which improved the year-end position. There were a number of other off-setting variances which included delayed building projects, lower than anticipated fuel bills and sickness and maternity compensation payments.
- A number of schools have a low level of balances at this point as shown in appendix 3 and this increases the risk of further schools going into a negative balance (reserve) position. Schools should have set budgets at this time and Cabinet will be updated on this and the impact on school balances as soon as possible.

PLACE

Regeneration, Investment & Housing (RIH) – (£131k) underspend

- RIH staffing – (£321k) underspend;
- Provision market – enhancement of condition and income shortfall - £148k overspend
- Facilities management contracts – £141k overspend. A number of essential large maintenance projects were undertaken such as changes to PAC (integrated access control) system and redecoration of specific areas;
- Carbon reduction - reduced number of carbon credits required – (£138k) underspend;
- Higher than budgeted building control and development income in addition to insurance claims – (£93k) underspend;
- Private sector housing – costs associated with the mandatory element of the disabled facilities grant function - £91k overspend;
- Provision of accommodation for the homeless - £86k overspend.

Street-Scene & City Services - £2,018k overspend

- £856k underachieved MTFP savings including:
 - i) Landfill and commercial waste income - £350k
 - ii) Weekly cardboard collection saving - £80k
 - iii) Parks and open spaces review - £17k
 - iv) Street cleansing service review - £91k
 - v) Grounds maintenance service review - £46k
 - vi) Special collections service review - £45k
 - vii) Streetscene service review - £227k
- Additional costs associated with the setting up of provisions and increases in bad debt provision for a number of operational matters - c£600k overspend;
- Permitted overspend in respect of potholes and Pride in Newport (PINT) - £350k overspend;
- Street lighting – failure to properly accrue for 2015/16 costs during the year end cut off meant that costs were included within 2016/17 and therefore unbudgeted - £221k overspend;
- Staffing – £192k overspend;
- Benefits – decrease in funding from Department for Works and Pensions (DWP) - £126k overspend.

Corporate – (£625k) underspend

- Staff under-spending across the corporate portfolio – (£341k);
 - Welsh Language translation – (£147k) underspend;
 - Increased licensing income – (£84k) saving;
 - Savings in respect of insurance premiums (£72k).
8. The identification of key risks and opportunities is crucial to ensure robust financial management as we continue into 2017/18. During the year the Councils monitoring process identified financial pressures in a number of service areas, notably Streetscene & City Services, Social Services and Education. This reflected a range of factors including increased demand for services, shortfall in income and the failure to fully achieve the savings targets set as part of the 2016/17 budget. The Head of Finance, with his teams are now working through the detail of the outturn with HoS of Service to:
- (i) identify any permanent, on-going savings that can be identified early in 2017/18 or included within the MTFP as recurring opportunities;
 - (ii) identify any on-going budget issues that will impact on this current year's financial management, developing strategies to mitigate against these whilst giving consideration to future years impact.

Summary of key issues coming out of the outturn

9. As noted above, there are a number of areas where budgets are under significant pressure and are likely to impact upon the 2017/18 financial management. This has been identified as a key issue with management teams and the following summary are high level areas requiring urgent management attention and action, where appropriate:
- **Undelivered MTFP savings** – a number of budget savings have not been delivered, mainly in the Streetscene area and these will cause in year budget management issues in the current year until delivered – further details are shown below;
 - **Children and Young People** – out of area residential placements. A £400k budget pressure was identified in 2017/18 MTFP to address part of this issue; however, the costs and demand continue to increase beyond this. There are some areas of one off spend in 2016/17 but the focus in 2017/18 must be how to reduce the spend on placements. One area of work that continues both regionally and nationally is intended to address the issue of placements for teenagers. The early achievement of MTFP savings (£113k) will not be available in 2017/18 to mitigate against this and other pressures within the area;
 - **Adult & Community Services** – Community care. The strict oversight of placements by service managers and team managers via the Equality & Consistency of Outcomes (ECO) process continues. Further work is being undertaken both locally and regionally to contest continuing healthcare decisions where appropriate. The In Reach project is being rolled out across wards in the Royal Gwent Hospital and St. Woolos and it is hoped that this will positively impact on the number of people moving directly from hospital into residential care. Again, management teams should be mindful that the early achievement of MTFP savings has been used as one off mitigation and will not be available in 2017/18 (Adult services overachieved MTFP income by £206k);
 - **Education** – SEN Out of county placements. This pressure should reduce in 2017/18 following the transfer of the in year funding adjustments budget to the individual school budget. This budget will continue to be carefully monitored;
 - **Schools** – schools will need to set balanced budgets for 2017/18, in particular those with a low level of balances, to ensure they do not fall into negative reserve position;

- **RIH** – Communities First. Welsh Government have notified all local authorities that a 30% cut to the grant should be expected in 2017/18. The HoS is currently working through a number of scenarios to determine the possible impact in terms of service delivery and redundancies for 2017/18 and beyond;
- **Streetscene** – Waste strategy and undelivered MTFP savings. Delivery of previous MTFP savings remains a key pressure on the budget. Work is ongoing on the waste strategy to determine how the authority can deliver against reducing grant whilst achieving future recycling targets. The 2017/18 MTFP provides for a 5% annual reduction in waste grant but anything beyond this will result in further in year budget pressure and consideration of the impacts on the MTFP.

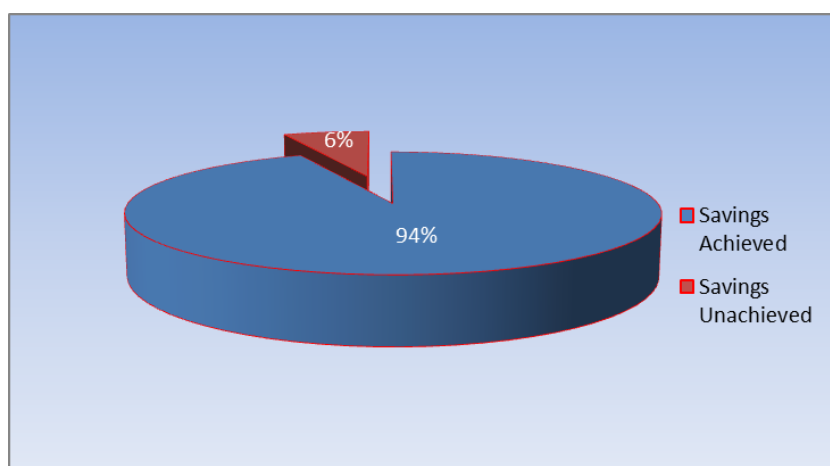
Delivery of MTFP Savings

10. Appendix 6 shows the delivery of savings across the service areas and, in the main, shows good performance on achievement of these savings (94% of the £8,958k savings target for 2016/17 has been achieved), however the balance outstanding does represent a significant budget problem in itself at almost £900k. A number of projects are yet to achieve the full extent of the proposed saving and unless there is management action to mitigate, this will remain as a recurring issue and cause pressure in 2017/18 and beyond in the MTFP meaning that if they are simply undeliverable, budgets will be required to be reinstated. All areas of the Council continue to manage and mitigate significant budget challenges. Where they are able to be quantified and all options to mitigate exhausted they have been incorporated into the MTFP. As highlighted in the analysis above, a significant non-delivery of savings was seen in the StreetScene area of £856k, a number of these have been addressed in the 2017/18 budget, however, there remain savings from 2016/17 that are still to be delivered in 2017/18.

Table 2 Change Programme Financial Improvement Programme (FIP) by Directorate

By Portfolio	People	Place	Corporate	Non Service	Total 16/17
2016/17 MTRP Target (£) Total	£2,189,000	£3,163,000	£963,000	£2,283,000	£8,598,000
Total Savings Realised by Year End 2016/17	£2,508,637	£2,307,320	£952,048	£2,283,000	£8,051,005
Variation to MTRP Target	£319,637	-£855,680	-£10,952	£0	-£546,995
Variation % to MTRP Target	14.6%	-27.1%	-1.1%	0.0%	-6.4%

Chart 1 Overall Council Position – 2016/17 Achieved Revenue Savings



11. In the face of increased pressure facing the public sector in 2017/18 and beyond, it is imperative that the Council maintains a balanced budget and the financial capacity to function within a planned and coherent strategy for change. Given the quantum, delivery of agreed budgetary savings is key in ensuring this.
12. Whilst budget investments were made against many known problem areas for the 2017/18 year, many issues remain outstanding, further work to identify the issues is now in progress the accounts.
13. The first budget monitor summary reported to Cabinet in July will focus on:
 - Budget issues identified within the year end outturn and what impact they will have on 2017/18 budget management;
 - Known or emerging issues early in the year.

Reserves Planning

14. The Council's reserves are an integral part of how the Council deals with its financial risks as well as its high level strategic financial planning. Over the last 4-5 years it is evident that the Council's reserves have increased, whilst at the same time, the Council has been making significant savings and increasing council tax. Therefore, it is useful to give an explanation of why these reserves have increased and their link to strategic financial planning and management.
15. Over this time period, key issues facing the Council have included;
 - (i) Maintenance of the Council's general reserve;
 - (ii) Friars walk risk reserve;
 - (iii) Increasing usable capital receipts used fund 21st Century School Band A programme;
 - (iv) Additional school investment for 2017/18 funded via revenue underspends and use of specific earmarked reserves;
 - (v) Other investments earmarked by Cabinet out of the 2016/17 projected underspend.

All of the above have required the Council to incorporate appropriate financial plans to manage the risks and / or support the activity and enable them to happen.

Whilst the above explains the reasons for the increase in reserves over this period, it also shows how planning for and using reserves is integrated into the Council's strategic financial planning. As financial austerity continues, it becomes even more important that the Council considers and uses financial reserves to both protect its financial health and enabling its ambitions and priorities.

In Year Reserve Transfers

16. There has been an increase in the reserve balances as set out in appendix 4 – growth from £101m at 31 March 2016 to £107m at 31 March 2017. A number of the transfers (into)/ from reserves have already been included within the outturn position. These transfers are:

- Consistent with existing policy;
 - (i) transferring school overspends out of school's specific reserves - £1,050k;
 - (ii) transferring surplus income achieved through the Friar's Walk loan into the Friar's Walk reserve (£3,809k);
- specific to the creation of the reserves in the first instance, the significant transfers include:
 - (i) Usable capital receipts (£3,683k)
 - (ii) use of invest to save reserve to fund implementation costs of approved saving proposals at £2,003k;
 - (iii) Transfer out of capital expenditure reserve £1,267k;
- already been approved specifically by Cabinet as part of the base budget:
 - (i) use of base budget to credit into specific reserves such as Private Finance Initiative (PFI) (£544k), Invest to Save (£170k) and MMI (£250k);
 - (iii) utilise pay reserve budgets £530k.
- already approved by Cabinet in March 2017 when an underspend was forecast including:
 - (i) (£1,100k) into the school reserves other;
 - (ii) (£1,500k) into the investment reserve funded by revenue underspends and transfers from Council Tax Reduction Scheme (CTRS) reserve (£500k) and £100k from the legal reserve as they were deemed no longer required.

17. The reserves have been categorised according to the planned use of funding and type of reserve, whether this be risk, enabling, smoothing or other. Most reserves are earmarked for specific purposes, most can be used to fund either capital or revenue costs and are transferrable to other reserves, if deemed appropriate. Within the total, only a handful of individual reserves makes up the majority of the total, namely PFI reserves (43%), Invest to Save (10%), Capital Receipts (11%), capital funding reserve (5%) and Friar's Walk (9%). Of the balance, half is then made up of the Council's general and school's balances. There are no reserves that are freely available and there are only a very small number of reserves that are yet to be earmarked to specific projects.

18. There remain a number of smaller miscellaneous reserves that have been created previously and officers have been asked to confirm the timing of their use. If it is unlikely that they will be used in the first part of 2017/18 there is a chance that they will be removed to an alternative reserve during the year. It is important that appendix 4 is kept up to date and regularly reviewed as part of the 2017/18 budget monitoring process.

19. While the levels of reserves have been increasing, from appendix 5, it is evident that these reserves will now begin to be utilised. A new capital programme; continuation of the change/efficiency programme; and the conclusion of Friars Walk, will see the level of reserves beginning to reduce steadily over the medium term.

Use of 2016/17 budget underspend

20. The following reserve transfers are recommended to utilise the £326k revenue underspend:

(i)	Invest to save transfer – Streetscene (New)	£170k
(ii)	Adult & Community Services additional works reserve	£72k
(iii)	Welsh Community Care Information System (New)	£54k
(iv)	CRM project (New)	£21k
(v)	Metro Co-ordinator (New)	£9k

Timetable

Ongoing

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Outturn post audit is different	L-M	L	It will be possible to reduce the recommended transfer to reserves if required	HoF

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

A balanced budget position is reported and the use of the contingency budget was not required to achieve this, this has allowed support to services going forward, thus contributing towards the Council's key priorities.

Options Available and considered

1. Cabinet can choose to accept officers recommendation and transfer the underspend into specific earmarked reserves;
2. Cabinet can choose not to approve the reserve transfers and instead report an underspend of £326k, this would be transferred to the general reserve;
3. Cabinet can choose not to approve the reserve transfers and move to alternative earmarked reserves such as adding to their recently agreed 'spending priorities'.

Preferred Option and Why

Option 1, as the £326k underspend is being reserved for future investment in the areas outlined in paragraph 17.

Comments of Chief Financial Officer

Under difficult circumstances, the Council has produced a near balanced out-turn position and delivered most of its change programme.

A number of large areas of budget overspending are in place and along with a worsening position in schools, represents a significant risk to the Council unless robust management action is undertaken to mitigate. The level of undelivered MTFP savings, whilst relatively small in percentage terms, still represents a relatively large issue in going forward and points towards the increasingly difficult task in delivering savings each year. The new Scrutiny arrangement will help in the governance of this as they focus more on these kinds of issues.

As the report notes, the first 2017/18 budget monitor will pick up on impacts of the 2016/17 outturn in going forward, taking into account budget investments made. This should provide a useful forward look for this current year.

Comments of Monitoring Officer

There are no legal implications from this report.

Comments of Head of People and Business Change

There are no direct staff implications from this report.

Comments of Cabinet Member

N/A

Local issues

N/A

Scrutiny Committees

Equalities Impact Assessment and the Equalities Act 2010

N/A

Children and Families (Wales) Measure

N/A

Wellbeing of Future Generations (Wales) Act 2015

Wellbeing of Future Generations (Wales) Act 2015 forms an integral part of the financial management of the Council and the MTFP process of which the outturn of the Council is essential part. Analysis and review of reserves are an important aspect on the future generations and the head of finance reviews and assesses the robustness and adequacy of these reserves as part of this outturn report.

Crime and Disorder Act 1998

N/A

Consultation

N/A

Background Papers

N/A

APPENDIX 1 – Revenue Summary Monitor (March 2017)

Summary Revenue Budget					
	Apr-16	Current	Actual	(Under)/Over	Change
2016/2017	Approved Budget	Budget		spend	since last
					Statement (exc I2S)
	£'000	£'000	£'000	£'000	£'000
PEOPLE					
Children & Young People	21,084	21,033	21,213	180	(75)
Adult & Community Services	39,676	39,748	40,266	517	387
Education	13,869	13,807	14,300	493	11
Schools	89,835	90,000	91,050	1,050	(549)
	164,464	164,588	166,829	2,240	(226)
PLACE					
Regeneration, Investment & Housing	9,100	9,041	8,910	(131)	(223)
Streetscene & City Services	17,092	16,911	18,929	2,018	1,015
	26,192	25,952	27,839	1,887	792
CHIEF EXECUTIVE					
Directorate	552	552	504	(48)	17
Finance	2,678	2,742	2,620	(122)	(30)
People & Business Change	6,371	6,420	6,204	(216)	(60)
Law & Regeneration	6,474	6,521	6,282	(239)	(170)
	16,075	16,235	15,610	(625)	(243)
CAPITAL FINANCING COSTS & INTEREST					
Capital Financing Costs MRP	10,813	10,813	10,731	(82)	-
Interest Payable	9,145	9,145	9,562	417	417
Interest Receivable	(37)	(37)	(3,721)	(3,684)	(3,684)
Investment Props	-	-	-	-	-
PFI	8,261	8,262	8,262	-	-
	28,182	28,183	24,834	(3,349)	(3,267)
SUB TOTAL - SERVICE/CAPITAL FINANCING	234,913	234,958	235,112	153	(2,944)
CONTINGENCY PROVISIONS					
General Contingency	1,473	1,473	-	(1,473)	(1,473)
Restructuring / Other Savings	-	-	-	-	-
Centralised Insurance Fund	570	570	570	-	-
Non Departmental Costs	5	5	14	9	5
Other Income & Expenditure	3,761	4,111	4,139	28	67
	5,809	6,159	4,723	(1,436)	(1,401)
LEVIES / OTHER					
Discontinued Operations - pensions	1,790	1,790	1,503	(287)	6
Discontinued Operations - Ex Gratia Payments	2	2	3	1	-
Levies - Drainage Board, Fire service etc	8,210	8,208	8,235	27	(2)
Non distributed grants	-	-	-	-	-
CTAX Benefit Rebates	11,735	11,735	10,672	(1,063)	(17)
Extraordinary Items	-	-	-	-	-
Charity Rate Relief	37	-	14	14	14
	21,774	21,735	20,427	(1,308)	1
TRANSFERS TO/FROM RESERVES					
Base budget - Planned Transfers to/(from) Reserves	1,442	1,086	2,998	1,913	1,949
Earmarked reserves: Queensbury Loan			3,267	3,267	3,267
Earmarked reserves: Transfer to/(from) Capital				-	-
Earmarked reserves: Transfer to/(from) Schools			(1,050)	(1,050)	549
Earmarked reserves: Transfer to/(from) Schools Redundancy			-	-	-
Invest to Save Reserve			1,833	1,833	(807)
Invest to Save Reserve (from)			(1,833)	(1,833)	807
	1,442	1,086	5,215	4,130	5,765
TOTAL	263,938	263,938	265,477	1,539	1,421
Funded by					
WAG funding (RSG & NNDR)	(209,142)	(209,142)	(209,142)	-	-
Council Tax	(54,720)	(54,720)	(54,720)	-	-
Council Tax Surplus	(76)	(76)	(1,615)	(1,539)	(891)
TOTAL	-	(0)	(0)	0	530

APPENDIX 2 – Budget Dashboards

Attached:

- Overall Council dashboard
- Individual service area dashboards within People, Place and Chief Executive portfolios

APPENDIX 3 – School Balance Outturn Position

School	Balance as at 31st March 2017	2016/17			
		In-year actual movement	Projected in-year movement at final visit	Variance	Comments On Variance Reason
Bassaleg School	489,360	70,244	-6,515	76,759	£50k transfer to capital scheme
Newport High	115,980	-45,233	-38,424	-6,809	
Caerleon Comprehensive	136,070	80,276	36,428	43,848	Previously received a loan to bring out of deficit
The John Frost School	81,940	-90,856	-96,396	5,540	
Llanwern High	245,592	-245,588	-313,496	67,908	
Lliswerry High	46,544	-171,735	-201,797	30,062	
St Josephs R.C. High	246,619	4,087	-9,138	13,225	
St Julians School	276,436	40,891	26,735	14,156	£150k transfer to capital scheme
Ysgol Gyfun Gwent Is Coed	44,082	-355,073	-360,000	4,927	
Total Secondary Schools	1,682,623	-712,988	-962,603	249,615	
Alway Primary	135,575	1,237	-11,474	12,711	£9.5k Grant contribution towards staffing costs (Foundation Phase / MySid)
Caerleon Lodge Hill Primary	33,760	-10,916	-15,574	4,658	
Charles Williams Cw Primary	72,122	-20,878	-18,848	-2,030	
Clytha Primary	36,527	-19,229	-26,845	7,616	
Crindau Primary	139,466	-41,890	-51,826	9,936	
Duffryn Infants	86,281	26,897	-12,083	38,980	Disputed gas invoices for 2016/17 & prior year (£29,348); adjustment re Nursery nurses regradings (£9,300)
Duffryn Junior	77,491	48,783	11,236	37,547	Disputed gas invoices for 2016/17 & prior year (£17031) inv for DHT cover not paid Jan-Mar (£15,189), miscoded mat invoices (£2,560) EAS income (£3,000)
Eveswell Primary	237,714	25,917	16,384	9,533	
Gaer Primary	57,379	-2,187	-7,523	5,336	
Glan Usk Primary	92,871	-13,801	-15,005	1,204	
Glasllwch Primary	70,246	15,197	-740	15,937	EAS £15,158 EAS Income received March (unanticipated)
High Cross Primary	70,524	14,014	22,078	-8,064	
Langstone Primary	73,749	-3,406	-5,115	1,709	
Llanmartin Primary	43,530	-9,120	-6,387	-2,733	
Lliswerry Primary	52,326	-16,315	-19,314	2,999	
Maesglas Primary	42,405	-18,662	-27,744	9,082	
Maindee Primary	29,215	-24,067	-33,278	9,211	
Malpas Church In Wales Infants	26,732	-15,657	-23,038	7,381	
Malpas Church In Wales Junior	102,435	22,120	-44,912	67,032	£60k deferred building project
Malpas Court Primary	56,038	-12,725	-9,889	-2,836	
Malpas Park Primary	59,280	-27,617	-66,716	39,099	Grant contributions, sickness some savings from expenditure headings

Marshfield Primary	63,076	17,405	-3,001	20,406	
Millbrook Primary	67,547	-23,359	-35,572	12,213	EAS Income rec'd in March 2017:- £4,300 Excellence in Leadership, £6k Pioneer Capacity & £2,700 ITE
Milton Infants	47,746	-41,542	-51,426	9,884	
Milton Junior	4,330	-19,119	-15,292	-3,827	
Monnow Primary	141,293	43,181	29,029	14,152	£8,200 EAS income rec'd in March
Mount Pleasant Primary	46,331	-4,068	-22,157	18,089	
Pentrepoeth Primary	73,777	9,486	10,022	-536	
Pillgwenlly Primary	79,350	-77,501	-76,012	-1,489	
Ringland Primary	22,604	-65,299	-64,919	-380	
Rogerstone Primary	73,101	1,956	-13,014	14,970	
Somerton Primary	54,362	908	1,301	-393	
St. Andrews Primary	39,612	-82,378	-116,187	33,809	£28,100 additional contingency - pupil no.s
St. Davids Rc Primary	79,610	12,512	10,573	1,939	
St. Gabriels Rc Primary	30,001	1,337	-5,705	7,042	
St. Josephs Rc Primary	35,188	-573	-3,895	3,322	
St. Julians Primary	201,531	63,127	40,922	22,205	
St. Marys Rc Primary	89,292	22,313	21,340	973	
St. Michaels Rc Primary	59,508	13,539	2,459	11,080	£4k Grant contribution towards staffing costs (Foundation Phase), £1,850 EAS Income rec'd March Growth Mindsets & £4k underspend within Building Maint-Courtyard painting not completed
St. Patricks Rc Primary	29,730	-3,705	-10,541	6,836	
St. Woolos Primary	-6,408	-6,496	-13,317	6,821	
Ysgol Gymraeg Bro Teyrnnon	125,795	53,850	41,654	12,196	£15,000 Grant contribution towards staffing costs
Ysgol Gymraeg Casnewydd	101,119	-14,463	-6,798	-7,665	
Ysgol Gymraeg Ifor Hael	98,860	-5,381	-7,971	2,590	
Total Primary Schools	3,153,018	-186,574	-635,120	448,546	
Fairoak Nursery	26,845	-12,148	-18,442	6,294	
Kimberley Nursery	-9,842	-20,165	-18,859	-1,306	
Total Nursery Schools	17,003	-32,313	-37,301	4,988	
Maes Ebbw	-21,337	-118,056	-116,445	-1,611	
Total All Schools	4,831,307	-1,049,932	-1,751,469	701,537	

APPENDIX 4 – 2016/17 Reserve Movements

Reserve	Balance at 31-Mar-16	Movements between Reserves		Via Comprehensive I&E Account (Within outturn position)		Via Comprehensive I&E Account (New - use of outturn)		Balance at 31-Mar-17
		Transfers Out	Transfers In	Transfers Out	Transfers In	Transfers Out	Transfers In	
	£'000	£'000	£'000	£'000	£'000			£'000
Council Fund:	(6,500)							(6,500)
Balances held by schools for future use	(5,881)			1,050				(4,831)
Earmarked Reserves:								
Music Service	(205)			38				(167)
Capital Expenditure	(7,084)			1,267				(5,817)
Insurance Reserve	(1,925)			469	(250)			(1,706)
MMI Insurance Reserve	(352)	-			(250)			(602)
Legal Claims	(100)		100					-
Health & Safety	(16)							(16)
Council Tax Reduction	(500)		500					-
Education Achievement Service	(92)							(92)
Schools Redundancies	(453)				(255)			(708)
Friars Walk	(6,176)				(3,809)			(9,985)
Gem Services Reserves	(100)			100				-
NEW - European Funding I2A & CFW	-				(79)			(79)
NEW - Metro Bus	-				(9)			(9)
SUB TOTAL - RISK RESERVES	(17,003)	-	600	1,874	(4,652)	-	-	(19,181)
Pay Reserve	(1,948)			530				(1,418)
Invest to Save	(12,838)			1,959	(170)			(11,050)
Super Connected Cities	(748)			78				(670)
Landfill (fines reserve)	(131)				(214)			(345)
Christmas Lights	(47)			32				(15)
Capital Works - Move to Capital Expenditure reserve	-							-
Usable Capital Receipts	(8,059)				(3,683)			(11,742)
SUB TOTAL - ENABLING RESERVES	(23,771)	-	-	2,599	(4,067)	-	-	(25,240)
STEP School Computers	(638)			165				(473)
Municipal Elections	(120)				(34)			(154)
Local Development Plan	(528)				(44)			(572)
Glan Usk PFI	(972)				(527)			(1,499)
Southern Distributor Road PFI	(44,498)				(17)			(44,515)
SUB TOTAL - SMOOTHING RESERVES	(46,757)	-	-	165	(622)	-	-	(47,214)

Works of art	(21)							(21)
School Works	(272)				(273)			(545)
Theatre & Arts Centre	(232)							(232)
Cymorth Income	(38)			5				(33)
Pupil Referral Unit	(60)							(60)
Chartist Commission	-							-
Gypsy and Traveller Site	(7)							(7)
Homelessness Prevention	(38)							(38)
Environmental Health - Improve Air Quality	(50)			1				(49)
Refurbishment of a Children / Older People Homes	(115)			85	(72)			(102)
ECDL Training Package - Change to Apprenticeship Scheme	(80)							(80)
City Deal Reserve - Rename - City Economic Development Reserve	(195)			105				(90)
Great Western Cities	-							-
Welsh Language Standards	(240)							(240)
YS Dilapidation Costs Information Shop	(51)							(51)
NEW - School Reserve Other	-				(1,100)			(1,100)
NEW - Port Health	-				(3)			(3)
NEW - CRM	-				(21)			(21)
NEW - WCCIS	-				(54)			(54)
NEW - Investment Reserve	-		(600)		(900)			(1,500)
SUB TOTAL - OTHER RESERVES	(1,399)	-	-	196	(2,423)	-	-	(4,226)
RESERVES TOTAL	(101,310)	-	600	5,884	(11,764)	-	-	(107,190)

APPENDIX 5 – Projected Reserve Movements

MTFP Reserve Movements - 2017/18 to 2020/21					
Reserve	Balance at 31-Mar-17	Balance at 31-Mar-18	Balance at 31-Mar-19	Balance at 31-Mar-20	Balance at 31-Mar-21
	£'000	£'000	£'000	£'000	£'000
Council Fund:	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)
Balances held by schools for future use	(4,831)	(4,831)	(4,831)	(4,831)	(4,831)
Earmarked Reserves:					
Music Service	(167)	(167)	(167)	(167)	(167)
Capital Expenditure	(5,817)	(4,317)	(2,817)	(1,317)	-
Insurance Reserve	(1,706)	(1,706)	(1,706)	(1,706)	(1,706)
MMI Insurance Reserve	(602)	(302)	-	-	-
Legal Claims	-	-	-	-	-
Health & Safety	(16)	(16)	(16)	(16)	(16)
Council Tax Reduction	-	-	-	-	-
Education Achievement Service	(92)	(92)	(92)	(92)	(92)
Schools Redundancies	(708)	(508)	(308)	(108)	(8)
Friars Walk	(9,985)	(9,985)	(9,985)	(9,985)	(9,985)
NEW - European Funding I2A & CFW	(79)	-	-	-	-
NEW - Metro Bus	(9)	-	-	-	-
SUB TOTAL - RISK RESERVES	(19,181)	(17,093)	(15,091)	(13,391)	(11,974)
Pay Reserve	(1,418)	(1,418)	(1,418)	(1,418)	(1,418)
Invest to Save	(11,050)	(8,680)	(8,209)	(8,189)	(7,189)
Super Connected Cities	(670)	(550)	(430)	(310)	(190)
Landfill (Door Stepping Campaign)	(345)	(195)	-	-	-
Christmas Lights	(15)	-	-	-	-
Usable Capital Receipts	(11,742)	(3,742)	(2,742)	(2,242)	(1,742)
SUB TOTAL - ENABLING RESERVES	(25,240)	(14,585)	(12,799)	(12,159)	(10,539)
STEP School Computers	(473)	(373)	(273)	(173)	(73)
Municipal Elections	(154)	(54)	(84)	(114)	(144)
Local Development Plan	(572)	(534)	(433)	(260)	(160)
Glan Usk PFI	(1,499)	(1,499)	(1,499)	(1,499)	(1,499)
Southern Distributor Road PFI	(44,515)	(44,303)	(43,963)	(43,485)	(42,935)
SUB TOTAL - SMOOTHING RESERVES	(47,213)	(46,763)	(46,252)	(45,531)	(44,811)

Works of art	(21)	(21)	(21)	(21)	(21)
School Works	(545)	(545)	(545)	(545)	(545)
Theatre & Arts Centre	(232)	(232)	(232)	(232)	(232)
Cymorth Income	(33)	-	-	-	-
Pupil Referral Unit	(60)	(60)	(60)	(60)	(60)
Gypsy and Traveller Site	(7)	-	-	-	-
Homelessness Prevention	(38)	-	-	-	-
Environmental Health - Improve Air Quality	(49)	-	-	-	-
Refurbishment of a Children / Older People Homes	(102)	-	-	-	-
Apprenticeship Scheme	(80)	-	-	-	-
City Economic Development	(90)	(45)	-	-	-
Welsh Language Standards	(240)	(180)	(120)	(60)	-
YS Dilapidation Costs Information Shop	(51)	-	-	-	-
NEW - School Reserve Other	(1,100)	-	-	-	-
NEW - Port Health	(3)	-	-	-	-
NEW - CRM	(21)	-	-	-	-
NEW - WCCIS	(54)	-	-	-	-
NEW - Investment Reserve	(1,500)	-	-	-	-
SUB TOTAL - OTHER RESERVES	(4,226)	(1,083)	(978)	(918)	(858)
RESERVES TOTAL	(107,190)	(90,855)	(86,451)	(83,330)	(79,513)

APPENDIX 6 – Delivery of MTFP Savings

Financial Improvement Plan – May 2017 (Final sign off of 2016/17 savings)

Overall Summary	Education	Childrens	Adults	RIH	Streetscene	PBC	Finance	L&R	Non Service	Total 16/17
2016/17 MTRP Target (£) Total	£60,000	£417,000	£1,712,000	£948,000	£2,215,000	£411,000	£222,000	£330,000	£2,283,000	£8,598,000
Total Savings Realised by Year End 2016/17	£60,000	£530,217	£1,918,420	£948,000	£1,359,320	£409,268	£222,000	£320,780	£2,283,000	£8,051,005
Variation to MTRP Target	£0	£113,217	£206,420	£0	-£855,680	-£1,732	£0	-£9,220	£0	-£546,995
Variation % to MTRP Target	0%	27%	12%	0%	-39%	0%	0%	-3%	0%	-6%
Undelivered Savings from Previous Years (C&CC)								-£52,500	-£547,813	-£600,313
Impact of Savings Realised Early for project greater than one year duration										
Variation to MTRP Target	£0	-£80,500	-£232,180	£0	-£855,680	-£1,732	£0	-£9,220	£0	-£1,179,312
Variation % to MTRP Target	0%	-19%	-14%	0%	-39%	0%	0%	-3%	0%	-14%

By Portfolio	People	Place	Corporate	Non Service	Total 16/17	Undelivered savings Previous Years
2016/17 MTRP Target (£) Total	£2,189,000	£3,163,000	£963,000	£2,283,000	£8,598,000	£687,118
Total Savings Realised by Year End 2016/17	£2,508,637	£2,307,320	£952,048	£2,283,000	£8,051,005	£86,805
Variation to MTRP Target	£319,637	-£855,680	-£10,952	£0	-£546,995	-£600,313
Variation % to MTRP Target	14.6%	-27.1%	-1.1%	0.0%	-6.4%	-87.4%

Budget Monitoring Position – March 2017

Newport City Council

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	263,938	263,938	263,926	263,938	263,938	263,884	263,885	263,939	263,885	263,884	263,884	263,884
Forecast (£'000)	263,938	263,938	264,685	268,001	266,861	266,361	265,867	265,374	265,095	264,955	264,691	264,935
Transfer (to) Schools Balances (£000)	0	0	0	(2,881)	(2,500)	(2,500)	(2,000)	(1,600)	(1,600)	(1,600)	(1,600)	(1,050)
Variance (£'000)	0	0	759	1,182	423	-23	-18	-165	-390	-529	-793	0

Analysis of Variances by Directorate:

PEOPLE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	164,460	164,460	164,566	164,620	164,535	164,535	164,534	164,589	164,534	164,533	164,533	164,533
Forecast (£'000)	166,040	166,040	166,132	169,108	168,606	168,408	167,846	167,757	167,198	167,000	167,027	166,775
Transfer (to) Schools Balances (£000)	0	0	0	(2,881)	(2,500)	(2,500)	(2,000)	(1,600)	(1,600)	(1,600)	(1,600)	(1,050)
Variance (£'000)	1,580	1,580	1,566	1,607	1,571	1,373	1,312	1,568	1,064	867	894	1,191

PLACE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	25,909	25,909	25,909	25,896	25,896	25,909	25,952	25,952	25,952	25,952	25,952	25,952
Forecast (£'000)	25,909	25,909	26,806	27,279	26,597	26,479	26,587	26,367	26,684	27,047	27,237	27,839
Variance (£'000)	0	0	897	1,383	701	570	635	415	732	1,095	1,285	1,887

CORPORATE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	16,061	16,061	16,061	16,073	16,103	16,230	16,236	16,236	16,236	16,236	16,236	16,236
Forecast (£'000)	16,061	16,061	16,027	15,979	16,023	16,042	16,051	15,899	15,883	15,853	15,811	15,611
Variance (£'000)	0	0	-34	-94	-80	-188	-185	-337	-353	-383	-425	-625

Budget Monitoring Position – March 2017

Newport City Council

Analysis of Variances Non Service Areas:

CAPITAL FINANCING & INTEREST NET	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182	28,182
Forecast (£'000)	28,182	28,182	28,100	28,100	28,100	28,100	28,100	28,100	28,100	28,100	27,727	28,101
Variance (£'000)	0	0	-82	-82	-82	-82	-82	-82	-82	-82	-455	-81

NON SERVICE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	29,145	29,145	29,145	29,166	29,221	29,027	28,980	28,980	28,980	28,980	28,980	28,980
Forecast (£'000)	29,145	29,145	28,200	28,189	28,189	27,986	27,937	27,897	27,875	27,600	27,535	27,255
Variance (£'000)	0	0	-945	-977	-1,032	-1,041	-1,043	-1,083	-1,105	-1,380	-1,445	-1,725

Variance relates to in year funding adjustment – CT surplus (£648k)



Movement since last monitor –
Underspend decreased by £530k

Current forecast on budget



Budget Monitoring Position – March 2017

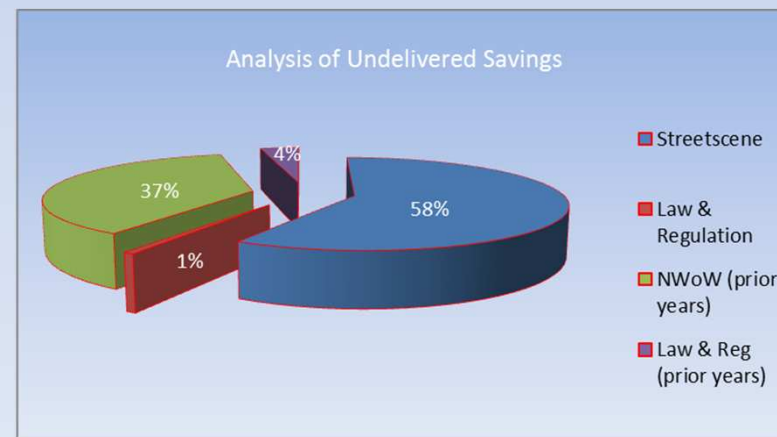
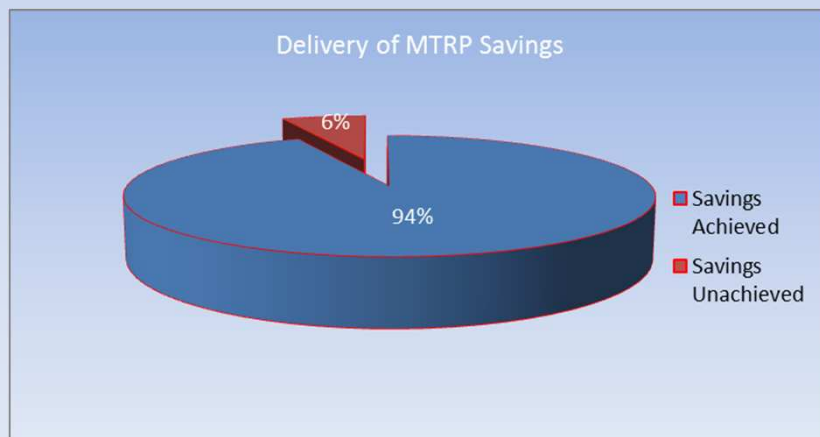
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Key Elements of Budget Variances:

OVERALL STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	56,439	56,439	56,439	56,214	56,203	56,213	56,264	56,816	56,767	56,877	56,886	56,538
Forecast (£'000)	56,526	56,471	56,374	56,013	56,222	56,027	55,849	55,757	55,403	55,849	55,757	55,403
Variance (£'000)	87	32	-65	-201	19	-186	-415	-1,059	-1,364	-1,028	-1,130	-1,135

OVERALL DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	8,598	8,598	8,598	8,598	8,598	8,598	8,598	8,598	8,598	8,598	8,598	8,598
Savings Realised (cumulative) (£'000)	8,185	8,117	7,977	7,836	7,803	8,181	8,145	8,148	8,011	7,939	8,066	8,050
Variance (£'000)	413	481	621	762	795	417	453	450	587	659	532	548
Undelivered Savings from previous years (£'000)	308	308	308*	381*	556*	556*	556*	601*	601*	601*	601*	601*
FIP Reconciliation period		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

* Undelivered savings from previous years relates to Law & Regulation (CCTV) of £53k and Non Service (NWoW) of £548k



Budget Monitoring Position – March 2017

Newport City Council

Other key budget variances:

Adults community care packages - £1,100k overspend

SEN overspend - £917k

Children's out of area residential placements - £892k overspend

Waste Disposal Site Income - £542k overspend due to under recovery of income

Streetscene – deferred areas of work – (£472k) underspend

Fleet Management – bad debt provision - £414k overspend

Waste Grant - £317k overspend

Highway pothole repairs - £300k overspend

Children's in house fostering – (£235k) underspend

Strategic management – undelivered NWoW saving - £227k overspend

External residential and non residential income shortfall - £189k

Provision market investment and income shortfall - £148k

Staffing budgets - £1,135k

Budget Monitoring Position – March 2017

Children & Young People

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	21,538	21,538	21,538	21,538	21,538	21,401	21,448	21,436	21,436	21,033	21,033	21,033
Forecast (£'000)	21,935	21,935	21,935	21,903	21,742	21,545	21,549	21,867	21,746	21,288	21,262	21,214
Variance (£'000)	397	397	397	365	204	144	101	431	310	255	229	181

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	11,154	11,154	11,154	10,973	10,960	10,924	10,950	10,950	10,950	10,737	10,746	10,729
Forecast (£'000)	11,105	11,105	11,105	10,781	10,742	10,685	10,631	10,659	10,694	10,341	10,311	10,224
Variance (£'000)	-49	-49	-49	-192	-218	-240	-319	-291	-256	-396	-435	-505

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	417	417	417	417	417	417	417	417	417	417	417	417
Forecast Savings (£'000)	429	419	254	243	262	441	424	424	532	532	520	530
Variance (£'000)	-12	-2	163	174	155	-24	-7	-7	-115	-115	-103	-113
FIP Reconciliation period		MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

Budget Monitoring Position – March 2017







Children & Young People

AREA OF RISK	Budget £000	Forecast £000	Variance £000	Status	Comments
Out of Area Residential	1,593	2,484	892	R	Demand led budget that can afford 12 placements. This year has seen an unexpected rise to 16 placement and some of these have been very high cost. A budget pressure was identified in the 17-18 MTRP to address part of this issue.
Independent Fostering Agencies	1,288	1,338	50	R	Remainder of pressure caused by unachievable saving of £200k for 16/17. This will not be an on-going issue in 17-18 as it has been permanently mitigated in the budget model.
Leaving Care	639	743	104	R	Overspend due to a placement for a young offender with specific licensing conditions for 2-1 care costing approx £90k

SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Out of Area Residential			426	606	595	619	658	934	928	937	938	892
Independent Fostering Agencies			100	182	135	44	15	46	48	60	71	50
In-House Fostering			-139	-212	-216	-174	-175	-212	-230	-228	-238	-235
Kinship			-91	-115	-103	-106	-126	-124	-135	-132	-71	-71
C & F Staffing			-49	-192	-218	-240	-319	-291	-256	-396	-435	-505
Leaving Care			131	131	122	91	111	117	111	115	112	104
UASC Grant - retention of 15-16 o/payment			0	0	0	0	0	0	-20	-20	-20	-18
Legal Fees			0	0	0	0	-20	-20	-20	-40	-78	-60
Other			19	-35	-111	-90	-43	-19	-116	-41	-50	23
Variance (£'000)	0	0	397	365	204	144	101	431	310	255	229	181

Budget Monitoring Position – March 2017

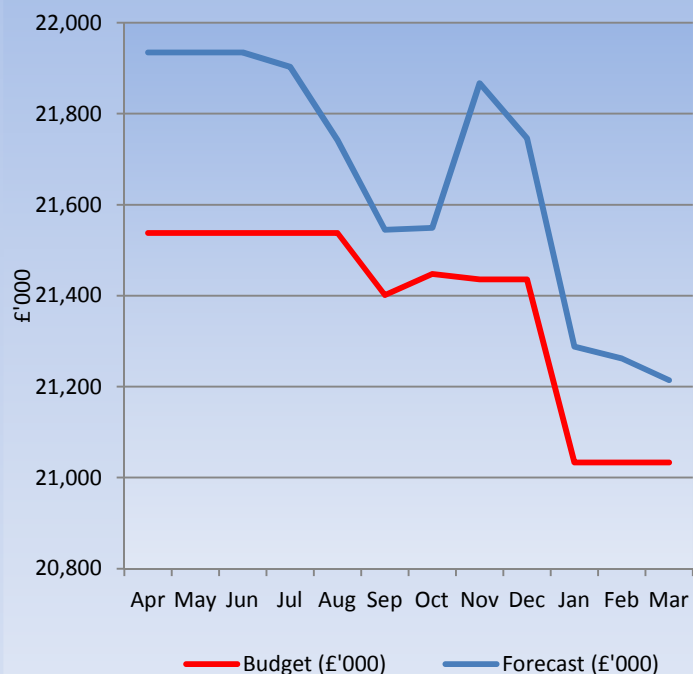
Children & Young People

Movement since last month	Current & Emerging Risks / Opportunities (Including non delivery of MTRP savings)
	Independent Fostering Agencies – This budget is forecasting a £50k overspend which is due to an unachievable £200k savings target in the 16-17 MTRP. The majority was permanently mitigated in year but not all of it. Permanent, sustainable mitigation has however been identified for the whole amount in 17-18 so this will not be an on-going issue.
	Out of Authority Residential - The forecast has increased significantly since October 2016 due to new, unexpected placements being made as well as extensions to previously assumed short term placements. All new placements have been made in very exceptional circumstances and could not have been predicted as part of the normal trend. It is estimated that this new pressure will continue into 17-18 and has not all been addressed in the MTRP.
	In House Fostering – This budget has underspent significantly however over the next few years there is an anticipated increase in costs due to the age categories of current cases. Management made the decision to transfer some of the underspend from this area over to Independent Fostering Agencies to offset the unachieved MTRP saving of £200k. Based on spend over the last three years, this is sustainable .
	Kinship – This budget resulted in a £71k underspend. The underspend reduced significantly since January due to the need to backdate statutory SGO uplifts
	Leaving Care – Overspend due to a placement for a young offender with specific licensing conditions for 2-1 care costing approximately £90k
	Staffing - These budgets underspent significantly. The majority of the staffing underspends are an in year benefit only, for example the early closure of Brynglas Unit and early achievement of SW post deletions.

Budget Monitoring Position – March 2017

Children & Young People

Children & Young People
2016/17 Forecast History



Head of Service Commentary

Key Budget Variances

The key area of concern in this financial year has been the out of area residential placements that have increased from an average of 12 in previous years to 17. Throughout the year there has been continued work to address and analyse the spend in this area. Despite all interventions there have been significant and unexpected requirements for placements in relation to both risks to young people and risks to others posed by young people. Work is being undertaken both regionally and nationally to address the issue of placements for teenagers.

The main underspends this year that have offset the pressure mentioned above comes from early achievement on proposed 17-18 budget savings and one off grant funding for staff costs.

Non Delivery of MTRP Savings

There was an over achievement against this years MTRP savings target albeit some is due to early achievement of next years target.

Any under delivery in this financial year has been addressed in the 17-18 budget setting process.

Budget Monitoring Position – March 2017

Children & Young People

Head of Service Commentary

The final overspend for Children Services is less than 1% of net budget. As commented in slide 4 the key area continues to be OOA placements primarily residential placements. There are additional one off areas of expenditure e.g. leaving care but the focus in 17-18 must be how to reduce the spend on placements.

Strategic Director Commentary

Strategic Director comments:

The final out turn is a £181k over spent which has reduced from a £431k overspend in November. This overspend represents a 0.8% overspend in Children's Services. This compares favourably with comparator local authorities and this year some have experienced catastrophic overspends.

The greatest pressures on Children's Services remain in the out of authority residential budget (£892k o/s).

We are presently conducting work to set out options for future investment and savings in Social Services over the next 5 years.

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Budget Monitoring Position – March 2017

Adult & Community Services

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	39,219	39,219	39,219	39,219	39,189	39,326	39,334	39,346	39,346	39,748	39,748	39,748
Forecast (£'000)	40,402	40,402	40,402	40,121	40,009	39,995	40,003	39,926	39,609	39,878	39,931	40,266
Variance (£'000)	1,183	1,183	1,183	902	820	669	669	580	263	130	183	517

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	10,677	10,677	10,677	10,677	10,648	10,669	10,677	10,677	10,628	11,000	11,000	10,669
Forecast (£'000)	10,813	10,813	10,813	10,758	10,779	10,719	10,661	10,556	10,420	10,829	10,761	10,462
Variance (£'000)	136	136	136	81	131	51	-16	-121	-208	-171	-239	-207

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712
Forecast Savings (£'000)	1,712	1,654	1,774	1,771	1,781	2,005	1,966	1,966	1,865	1,809	1,948	1,918
Variance (£'000)	0	58	-62	-59	-69	-293	-254	-254	-153	-97	-236	-206
FIP Reconciliation period		MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

Budget Monitoring Position – March 2017







Adult & Community Services

AREA OF RISK	Budget £000	Forecast £000	Variance £000	Status	Comments
Community Care	27,629	28,765	1,136	R	(£985k and £151k detailed in table below) £1m overspend can be categorised as follows: £200k reduction in SPG contribution, £147k unachievable budgetary inflation on income, £150k under achievement of double handling saving, £400k inherent pressure plus £64k working capital write off. Change of £398k between Jan and March - £87k increase to Abacus bad debt provision, additional £51k reported in Feb monitor, 22 additional clients between Feb and March costing £174k
In House Residential Income (Older People)	-996	-807	189	R	The over spend here relates to a loss of income compared to previous years due to deaths, reassessments, refunds and OOA residents moving back to establishments in their original authorities.

SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Community Care Packages			1284	1181	1102	1020	943	980	824	674	725	985
Community Care - Year end increase to bad debt provision plus specific write off												151
Internal Residential & Non Resi income			0	0	0	50	259	164	167	168	186	189
Integrated Community Equipment			-84	-78	-89	-89	-89	-93	-100	-110	-99	-110
Frailty			0	0	0	-25	-89	-46	-60	-66	-74	-92
Adults Staffing Budgets			136	81	131	51	-16	-121	-208	-171	-239	-207
Transport			-153	-111	-78	-40	-44	-44	-39	-22	-6	-25
Homecare			40	6	-31	-68	-69	-91	-93	-98	-115	-124
Adult - Supplies & Services			0	-113	-138	-134	-103	-81	-105	-86	-13	-126
Adult Services Contracts - Circles funded from ICF for 1 year only			0	0	0	0	0	-13	-93	-93	-93	-122
Other			-40	-64	-77	-96	-123	-74	-29	-67	-89	-2
Variance (£'000)	0	0	1,183	902	820	669	669	580	263	131	183	517

Budget Monitoring Position – March 2017

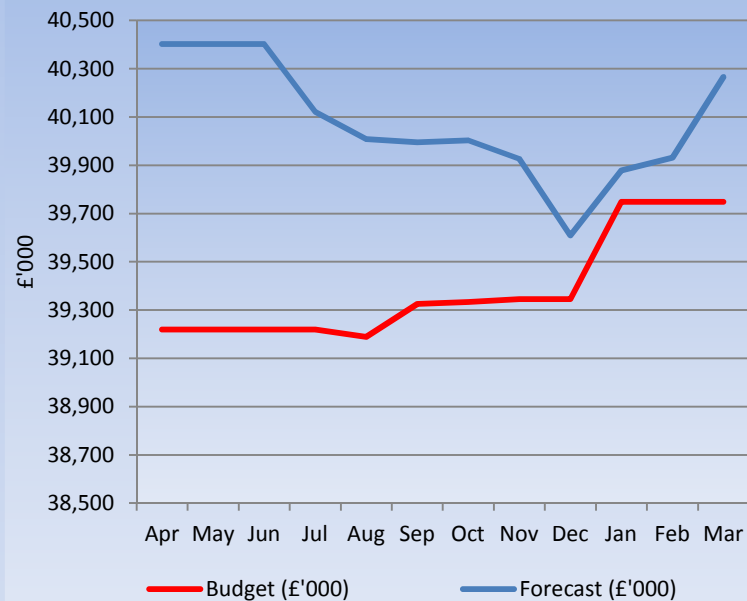
Adult & Community Services

Change since last month	Current & Emerging Risks / Opportunities (Including non delivery of MTRP savings)
	<p>The final £1.1m overspend on community care budgets has worsened since the last monitor.</p> <p>The main reasons for the overspend can be categorised as follows:</p> <ul style="list-style-type: none"> • £190k reduction in SPG funding allocation with no corresponding reduction to package cost • £64k write off of working capital loan • £87k increase to Abacus bad debt provision • £143k unachievable income inflation added to 16/17 budget • £150k undeliverable Double Handling saving (full target of £300k) • £400k inherent pressure, £120k of which is new S117 cases in 16-17 (£400k pressure now added in 17-18 MTRP) • £120k loss of respite income due to fairer charging policy and increased demand for respite • Offset by early achievement of 17-18 LD savings of £381k
	<p>In House Residential Income - There is a loss of income due to deaths, reassessments, refunds and OOA residents moving back to establishments in their original authorities. The Service Manager also requested that any anticipated income from future house sales is removed based on current residents.</p>
	<p>Integrated Community Equipment Budget £110k u/spend – This is due to the NCC budget allocation being higher than the agreed pooled contribution and an underspend on the pooled budget due to a one off contribution from ICF in 2016/17. In 2017/18 there is an MTRP saving of £70k against this budget.</p>
	<p>Staffing budgets £207k underspend – The staffing underspends are mainly due to one off grant funding for posts (ICF) and early achievement of next years MTRP savings from restructures.</p>
	<p>Homecare savings - £124k due to restructures in the service. Some of this saving is an early achievement of a 17-18 MTRP saving.</p>
	<p>Supplies – The underspends on supplies and services have been reallocated as part of the 1718 budget process.</p>

Budget Monitoring Position – March 2017

Adult & Community Services

Adult & Community Services
2016/17 Forecast History



Head of Service Commentary

Management actions to address position:

Key Budget Variances

Re-provisioning costs were previously not included in the original MTFP but we are now using ICF Funding where possible to mitigate these costs.

Increase in respite demand and loss of income is a direct result of policy change by WG.

Income shortfall illustrates complexity of predicting residents circumstances and increased use of mechanism such as Trusts.

Non Delivery of MTRP Savings

- The double handing saving target proved unachievable as has previously been noted
- The Transport policy is in process of being signed off and discussions are taking place with procurement to explore reducing the costs of transport provision.

Budget Monitoring Position – March 2017

Adult & Community Services

Head of Service Commentary

Head of Service comments/ summary:

The level of income from the in-house residential beds is less than projected and is creating a budget pressure. The profile of residents is difficult to predict and there has been a turnover of residents which has reduced the number of people who are self funding and have properties to sell.

There has been an increase in March in the number of older people moving from the community into residential care. This will include people whose income has reduced below the capital threshold. The strict oversight of placements by service managers and team managers via the ECO process continues. We are doing further work locally and regionally to contest CHC decisions where appropriate. The In Reach project is being rolled out across wards in RGH and St Woolos and it is hoped that this will positively impact on the number of people moving directly from hospital into residential care.

Strategic Director Commentary

Strategic Director Comments:

There has been a £280k increase in the overspend as compared to the February monitor and this reflects the fact that an additional 22 people came into residential care above the number we anticipated and this placed an additional £174k burden on our community care budgets. In addition £87k Abacus bad debt provision and creation of a reserve for WCCIS have added to the pressures.

Overall this represents just over a 1% overspend and given the fact that Adult Social Services has the lowest budget per head of all our comparator local authorities and that we did not receive pressures allocated in the RSG for Social Services, this seems to be a reasonable out turn. Adult Social Services delivered savings this year of £1,952k.

We are presently conducting work to set out options for future investment and savings in Social Services over the next 5 years.

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Budget Monitoring Position – March 2017

Education

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	13,869	13,869	13,863	13,863	13,863	13,863	13,807	13,807	13,807	13,807	13,807	13,807
Forecast (£'000)	13,869	13,869	13,849	14,203	14,410	14,423	14,349	14,365	14,298	14,289	14,289	14,300
Variance (£'000)	0	0	-14	340	547	560	542	558	491	482	482	493

Key Elements of Budget Variances:

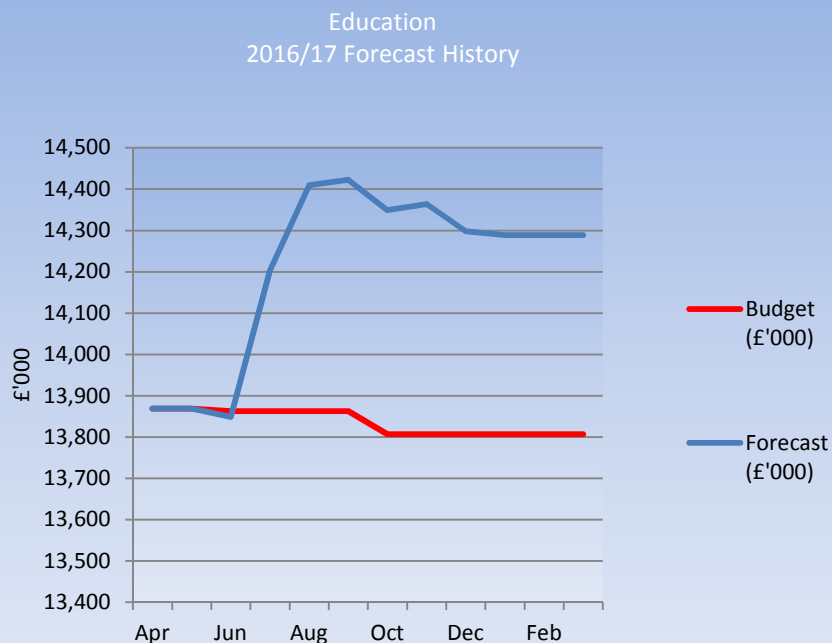
STAFFING	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	4,318	4,318	4,318	4,318	4,318	4,318	4,279	4,627	4,627	4,627	4,627	4,627
Forecast (£'000)	4,318	4,318	4,305	4,273	4,234	4,225	4,309	4,623	4,632	4,629	4,666	4,674
Variance (£'000)	0	0	-13	-45	-84	-93	30	-4	5	2	39	47

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	60	60	60	60	60	60	60	60	60	60	60	60
Savings Realised cumulative (£'000)	60	60	60	60	60	60	60	60	60	60	60	60
Variance (£'000)	0	0	0	0	0	0	0	0	0	0	0	0
FIP Reconciliation period		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

AREAS OF RISK	Budget	Outturn	Variance	Status	Comment
	£'000	£'000	£'000		
SEN	3,777	4,677	900	Red	Additional contributions to Learning Resource Bases. Out of County placements and In-Year adjs higher than budget..
Redundancy	1,003	1,003	0	Green	Outturn includes transfer to reserve of £255k.
Transport	3,613	3,660	47	Red	Season ticket charges higher than anticipated.
Early Years	1,119	1,079	(40)	Green	Early Years placement funding less than budget.

Budget Monitoring Position – March 2017

Education



Head of Service Commentary

Key Budget Variances/Issues for HOS to consider.

- SEN: Overspend of £900k. OOC placements overspend of £257k. In-Year adjustments overspend of £328k, this is less than previously forecast following an audit of existing statements which resulted in £80k recoupment from Schools. Recoupment income less than anticipated, final pressure of £78k. Additional contributions to Learning Resource Bases notified in March resulted in a total overspend of £188k. Overspend of £64k due to increase in therapy services and equipment required as part of statements.
- Transport overspend of £47k. Season tickets charges higher than anticipated as a number of Monmouthshire invoices were not originally forecast. Contract forecasts provided by Streetscene & City Services - regular meetings between them & Education colleagues are now taking place which will ensure a more robust forecast.
- Early Years: Take-up of placements less than budgeted hence a saving of £40k reported at year-end.

BMS Submission Data

%

% of cost centres submitted by budget holder deadline (exc schools)

N/A






Budget Monitoring Position – March 2017

Education

OTHER SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Non Delegated Budget (Budget revised in Oct)				-48	-48	-48	-	-65	-65	-65	-65	-74
Joint Services				-101	-101	-91	-86	-86	-86	-86	-131	-131
SEN OOC Placements (Budget revised in Oct)				479	564	415	172	218	218	218	279	257
SEN – Statement Adjustments				150	361	500	500	500	370	370	370	328
SEN – Local Provision Development / Equipment									186	173	176	253
SEN – Income (Budget revised in Oct)				-100	-200	-150	-	133	78	78	78	79
Early Years (Budget revised in Oct)						-86	-40	-43	-41	-38	-38	-40
Bridge Achievement Centre							24	-10	-10	-10	26	39
GEMS								-34	-44	-44	-44	-42
EIG								-50	-50	-50	-50	-58
Transport									-25	-25	-18	47
Education Management A/c									-15	-14	-79	-77
Service Development / Admissions									-26	-29	-32	-32
PDG												-22
Other					-29	20	-28	-5	1	4	10	-34
Total				380	547	560	542	558	491	482	482	493

Budget Monitoring Position – March 2017

Education

Changes since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	<p>Redundancy – Transfer to reserves of £255k. Current teacher safeguarding costs are at their highest levels. High risk in 17/18 due to potential school-based redundancies.</p>
	<p>SEN – OOC placements overspend of £257k. Forecast is demand-led and projections may change monthly. Although these placements are small in terms of numbers, the associated financial costs can be significant. Potential risk that pressure will continue into 17-18. Following a Learning Resource Base (LRB) review a new INCLUDE group project at a cost of £132K in 16/17 has started, which will avoid specific out-of-county future costs and allows learners to remain in Newport. The cost up-front is an added pressure to the service and will continue to be in 17/18. In-Year adjustment overspend of £328k is less than previously forecast following an audit of existing statements which resulted in £80k recoupment from Schools. In-Year funding adjustments now sit within the Individual School Budget (ISB) so this will not be an added pressure in 2017/18. Recoupment income pressure of £79k is a potential recurring risk for 17/18. Additional contributions to Learning Resource Bases notified in March resulted in a total overspend of £188k. Overspend of £64k due to an increase in therapy services and equipment required as part of statements.</p>
	<p>Transport – Demand-led budget. Overspend of £47k which will potentially continue into 17/18. In line with MTRP, budget cut of £60k (final year) as savings are expected due to home to school transport distance changing from the discretionary three miles to the statutory limit of two miles in September 2014. It only applies to new pupils as they enter Secondary school.</p>
	<p>Catering – Current pressure in Breakfast Clubs (options need to be examined here) is offset by savings in the Free School Meals' budgets. Catering budgets have been re-aligned to reflect outturn levels however Breakfast Club charges do not include full year charges in 16/17 hence potential pressure in 17/18.</p>
	<p>Early Years - The anticipated take-up of placements was less than budgeted. There is potential for this trend to continue in 17/18 however it is not possible to confirm at this stage and could change on a termly basis hence potential risk for 17/18.</p>

Budget Monitoring Position – March 2017

Education

Head of Service Commentary

Head of Service comments/ summary:

Although the outturn is in line with the latest forecasts there have been movements within budget headings. Additional pressure variances relate to the following:

- SEN – This will be a recurring risk due to the volatile nature of the service however the pressure should be reduced in 2017/18 following the transfer of the In Year Funding Adjustment's budget to the Individual School Budget. An added pressure at year end resulted from the contributions made to different Learning Resource Bases . Also there was an increase in therapy services and equipment required as part of statements.
- Transport - Whilst Education/Finance now in receipt of transport forecasts the final outturn was significantly overspent, this was not forecast. This budget has been cut by £60k in 17/18 in line with MTRP savings and there are concerns the savings will not be achieved.
- Bridge Achievement Centre: This received unexpected utility charges and STEP charges were also committed late in the year. The agency charges (which also includes home tuition related charges) were unusually high this financial year. Finance will work with the service team to ensure more accurate forecasting.

The above additional pressures were offset by NNDR credits, VI charges less than anticipated (notified late in year) and EAS Income which we were not anticipating.

Budget Monitoring Position – March 2017

Education

Strategic Director Commentary

Strategic Director comments:

Present projection shows an overspend of £493k at the year end which represents a slight increase on the previous month (£11k). The overspend relates to a turnaround in transport projections from a modest underspend to an over spend of £63k .Out of county placements and new/reviewed statements overspending actually reduced from the previous month by around £60k

The overspend represents 3.6% of budget and relates to Out of Authority placements and SEN. There will be further work to understand why the transport budget swung to an overspend in the last month.

Budget Monitoring Position – March 2017

Schools

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	89,834	89,834	89,946	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Forecast (£'000)	89,834	89,834	89,946	92,881	92,500	92,500	92,000	91,600	91,600	91,600	91,600	91,050
Variance (£'000)	0	0	0	2,881	2,500	2,500	2,000	1,600	1,600	1,600	1,600	1,050

Key Elements of Budget Variances:


SCHOOL BALANCES	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Balances b/f (£'000)	5,881	5,881	5,881	5,881	5,881	5,881	5,881	5,881	5,881	5,881	5,881	5,881
In-year deficit (£'000)	0	0	0	2,881	2,500	2,500	2,000	1,600	1,600	1,600	1,600	1,050
Balances c/f (£'000)	5,881	5,881	5,881	3,000	3,381	3,381	3,881	4,281	4,281	4,281	4,281	4,831

AREAS OF RISK	Budget	Actual	Variance	Status	Comment
	£'000	£'000	£'000		
Schools	90,000	91,050	1,050	Red	The final year-end position for schools showed a reduction in balances of £1.05m compared to the previous forecast of £1.6m at the end of January. In addition to grant income received in the final quarter schools had restricted spending given the challenging settlement for 2017/18.

Budget Monitoring Position – March 2017

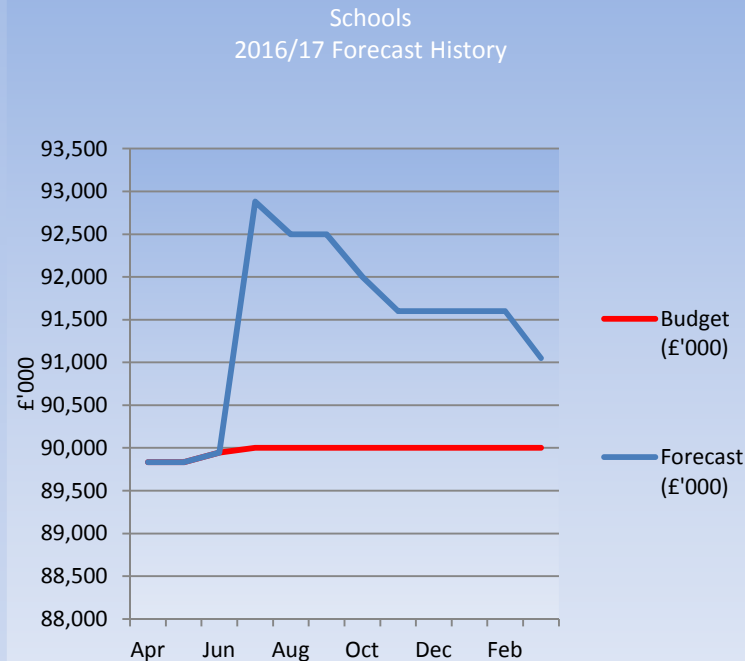
Schools projecting year-end deficits

OTHER SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Lliswerry High					137	137	-	-	-	-	-	-
The John Frost School					35	35	-	-	-	-	-	-
Lliswerry Primary					5	5	-	-	-	-	-	-
Malpas CiW Infants					1	1	-	-	-	-	-	-
Maes Ebbw										40	40	21
St Woolos										10	10	6
Kimberley										10	10	10
Total					178	178	-	-	-	60	60	37

Change since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	<p>The final position for schools resulted in a reduction of £1.05m from schools' balances. Although this was below the forecast figure of £1.6m it indicates the overall pressure within the ISB in the financial year which included £3m of additional funding.</p> <p>This will be further accentuated in 2017/18 when the funding of £1.4m is considerably less but the ISB includes significantly greater costs with new schools also having to be funded from September 2017.</p>

Budget Monitoring Position – March 2017

Schools



Head of Service Commentary

Key Budget Variances/Issues for HOS to consider.

- The year-end position was a reduction in balances of £1.05m which was £0.55m below the previous forecast. This resulted primarily from schools holding back expenditure to mitigate their reduced funding in 2017/18 and additional grant income received in the final quarter of the financial year.
- 3 schools were in deficit at the year-end (Maes Ebbw £21k, St Woolos £6k & Kimberley Nursery £10k)
- Planning will be undertaken during the Summer term to identify and support those schools in particular financial risk in 2017/18

BMS Submission Data

% of cost centres submitted by budget holder deadline

%

100

Budget Monitoring Position – March 2017

Schools

Head of Service Commentary

Head of Service comments / summary:

The final out-turn was a reduction in balances of £1.05m which was £0.55m less than the previous forecast. This reflected a moratorium on anything other than essential expenditure once the Authority's funding plans for 2017/18 were communicated, together with additional grant monies received in the final quarter of 2016/17.

The net position to the Authority was zero as the £1.05m is taken from existing schools' balances. Overall balances are £4.8m at 31st March 2017.

The position of individual schools at financial risk is being closely monitored and a more detailed analysis will be provided once all school budgets have been set.

Strategic Director Commentary

Strategic Director comments:

The year-end is complete and the net position is zero for the Local Authority although £1.05m was taken from school balances.

Budget Monitoring Position – March 2017

Regeneration, Investment & Housing

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	-	-	9,013	9,013	9,013	9,026	9,041	9,041	9,041	9,041	9,041	9,041
Forecast (£'000)	-	-	9,404	9,307	9,155	9,137	9,137	9,094	9,039	9,133	9,007	8,910
Variance (£'000)	-	-	391	294	142	111	96	53	-2	92	-35	-131

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	-	-	4,890	4,890	4,891	4,891	4,900	4,916	4,916	4,916	4,916	4,916
Forecast (£'000)	-	-	4,913	4,884	4,809	4,798	4,760	4,740	4,729	4,672	4,635	4,595
Variance (£'000)	-	-	23	-6	-82	-93	-140	-176	-186	-243	-281	-321

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	-	948	948	948	948	948	948	948	948	948	948	948
Savings Realised (£'000)	-	928	928	928	928	928	948	948	948	948	948	948
Variance (£'000)	-	20	20	20	20	20	0	0	0	0	0	0
FIP Reconciliation period		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

Budget Monitoring Position – March 2017






Regeneration, Investment & Housing

AREAS OF RISK	Budget	Forecast	Variance	Status	Comment
	£'000	£'000	£'000		
Development Control Fees	646	638	8	R	Currently 8k under recovered, two large applications are now expected to come in during April17.
Building Control Fees	230	273	(43)	G	Currently 43k over recovered prior to a reserve transfer going to SLT for decision.
Commercial & Industrial properties Income	1,110	1,374	(264)	G	Detailed analysis being completed following monthly meetings with Newport Norse

OTHER SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Private Sector Housing	-	-	7	5	5	78	77	77	72	91	91	91
Adult Education	-	-	104	108	33	43	43	42	40	31	26	19
Homelessness	-	-	61	58	50	67	69	50	52	77	82	86
Centralised Properties	-	-	134	100	20	25	-1	-119	-119	15	-16*	54
Provision Market	-	-	50	177	178	178	154	148	142	157	133	148
Commercial Properties (Mary Dunn insurance monies)*	-	-	-	-	-	-	-	-	-	-	-53	-58
Development & building control income*	-	-	-	-	-	-	-	-	-	-	-43	-35
Facilities mangt (utilities)*											-45	
Total			342	238	276	341	342	193	187	325	175	305




Budget Monitoring Position – March 2017

Regeneration, Investment & Housing

Change since last month	Current & Emerging Risks / Opportunities (Including non delivery of MTRP savings)
	<p>Adult Education - Current overspend £19k in respect of income under recovery. The department has received an NNDR rebate now they have officially vacated the Charles St site, this credit has though been offset by two final redundancy payments and a further decline in income expected for examination and course fee's.</p>
	<p>Homelessness - Current overspend £86k the provision of accommodation is subject to a degree of variance owing to the demand placed on the service at any given time; this is difficult to forecast and will remain volatile throughout the year. During March period there has been a small increase in the forecast anticipated for Bed and Breakfast as a result of increased numbers placed during the month and an under recovery of HB income not known in January; the manager will, as always continue to closely monitor these accounts in the new financial year.</p>
	<p>Play Development – Current overspend £28k a cabinet member decision to increase the play provision in the city has meant the service area is expecting a permitted overspend at year end .</p>
	<p>Private Sector Housing – Current overspend £91k a review of the Private Sector Housing budget has now concluded; the manager has determined the figure for the statutory service cost of the Disabled Facilities Grants and reduced the income forecast accordingly. Ongoing work in the section with regards the fees has resulted in a further reduction of income in the January period as a direct result of budget underspends.</p>
	<p>Provision Market – Current Overspend £148k A one-off £55k overspend to enhance the market conditions along with an overspend of £15k for promoting the market. The under-recovery of Income within the market has increased by £15k following the return of unpaid debtors invoices as part of the debt recovery strategy giving a total of £120k under recovery. The “payment holiday” has yet to be finalised. This could see a reduction of upto £20k in relation to income. Savings were made within utilities (£45k).</p>


Budget Monitoring Position – March 2017

Regeneration, Investment & Housing

Change since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	<p>Centralised Properties – Current Overspend £54k some last minute changes to the Joint Venture contract payment to Newport Norse (£38k) and one off in years savings in relation to NDR Rates and Water Rates (£105k) and (£55k) respectively have offset a change to the recharges of £334k which includes the JV profit share not being achieved as part of the 16/17 MTRP. Further in year one off pension strain and advertising costs of £46k have been received.. Further analysis of the recharges needs to be undertaken in readiness for 2017/18.</p>
	<p>Civic Centre – Overspend £141k. A number of large maintenance projects were undertaken such as changes to PAC system, Redecoration of specific areas of the building and a full review of contract payments to external providers has resulted in a significant overspend within 16/17. the realignment of specific budgets within IPU should offset these costs within 17/18 but it needs close monitoring to ensure accuracy.</p>
	<p>Carbon Reduction - Current Underspend (£138k) A review of the carbon reduction purchases for 16/17 has resulted in the early in year purchase of carbon credits being sufficient to maintain the required levels throughout the year.</p>
	<p>Communities First - Welsh Government have notified all Local authorities that a 30% cut to the grant should be expected in 2017/18; The interim Head of Service and service manager are currently working through a number of scenario's to determine what the possible impact will be for the authority in terms of service delivery and redundancies.</p>
	<p>Libraries - The Welsh Library Standards Annual return has recently been passed to the Chief Executive. The return reports that Newport City Council 's Library Service has deteriorated dramatically over the past three years. As part of the budget setting process for 2017/18 the Interim HoS has taken a decision to use accumulated underspends from the development services budgets to offset the recurring pressure on the libraries fee income budget.</p>

Budget Monitoring Position – March 2017

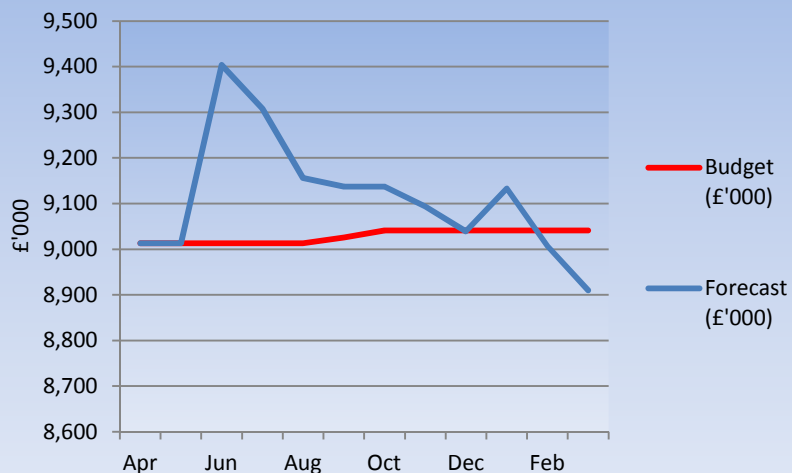
Regeneration, Investment & Housing

Change since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	European Projects - Underspends were anticipated at the end of 2016/17; a ring-fenced reserve has been set up for these underspends and these have been carried over into 2017/18 . This sum will be used to fund contract extensions , contract evaluation and mental health provision (for Inspire to Achieve) and fund a new management structure /staff accommodation for Communities for Work if Communities First is phased out.

Budget Monitoring Position – March 2017

Regeneration, Investment & Housing

Regeneration, Investment & Housing
2016/17 Forecast History



Head of Service Commentary

Management actions to address position:

Key Budget Variances

Non Delivery of MTRP Savings

Position unchanged since last month – comment still stands

BMS Submission Data

%

% of cost centres submitted by
budget holder deadline

0

Budget Monitoring Position – March 2017

Regeneration, Investment & Housing

Head of Service Commentary

Head of Service comments/ summary:

Over the financial year of 16/17 I am pleased with the Managers commitment to providing robust forecasts which has led to a minor underspend at outturn and a clear financial picture throughout the year.

16/17 has shown an RIH trend in the financial picture – managers are looking at creating a more consistent picture throughout the next financial year.

There are a number of challenges already presenting themselves for 17/18 -

Communities First – Budget will see funding cuts this year and will then be terminated at the end of the financial year. There will be replacement funding, but this will not be at the same levels as this financial year.

RIH is currently undertaking a full review of services and the sustainability of those services against the challenge of the longer term financial picture. This will inform the 18/19 MTRP plan.

Strategic Director Commentary

Strategic Director comments:

The RIH service outturn position for 16/17 is an underspend of £131k against the available financial year budget. This is a variance from the predicted overspend in the January forecast, but this is primarily due to an over achievement of income within Commercial and Industrial properties, planning and building control fees. The final outturn represents a 1.4% variance from the planned, annual £9m RIH overall budget.

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Budget Monitoring Position – March 2017

Streetscene & City Services

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	16,896	16,896	16,896	16,883	16,883	16,883	16,911	16,911	16,911	16,911	16,911	16,911
Forecast (£'000)	16,896	16,896	17,401	17,971	17,441	17,342	17,496	17,273	17,645	17,664	18,230	18,930
Variance (£'000)	0	0	505	1,088	558	459	585	362	734	753	1,319	2,019

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	10,981	10,981	10,981	10,925	10,925	10,914	10,942	10,942	10,942	10,893	10,893	10,893
Forecast (£'000)	10,926	10,926	10,894	11,303	11,267	11,308	11,240	11,178	11,121	11,035	11,043	11,085
Variance (£'000)	-55	-55	-87	378	342	394	298	236	179	142	150	192

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)			2,215	2,215	2,215	2,215	2,215	2,215	2,215	2,215	2,215	2,215
Savings Realised (cumulative) (£'000)			1,588	1,588	1,526	1,526	1,526	1,526	1,385	1,359	1,359	1,359
Variance (£'000)	0	0	627	627	689	689	689	689	830	856	856	856
FIP Reconciliation period	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

Budget Monitoring Position – March 2017

Streetscene & City Services

AREA OF RISK	Budget	Forecast	Variance	Status	Comments
	£'000	£'000	£'000		
WDS Commercial income	-625	-530	95	R	The loss of a major contract to Trident Park has resulted in reduced income
WDS Asbestos income (MTRP)	-350	0	350	R	A delay in the opening of the asbestos cell (opened 5 Sept) and unknown market for asbestos waste
WDS Recyclate/On Ac/Cash Income	-272	-174	98	R	A reduction in the use of the site by cash and "on ac" customers, together with reduced recycling income due to reducing market for recyclate
Waste Grant (inc MTRP)	858	1,175	317	R	£80k MTRP pressure for the delay in the roll out of the card collection service;£71k additional vehicle/plant hire costs in relation to replacement plant that was purchased originally from the grant which is in need of renewing but no funds available to purchase;£73k for the purchase of Wastesavers kerbside boxes and food waste bags as a result of increased resident use following the Doorstepping Campaign;£119k increased costs for waste being sent for sorting in order to achieve the recycling target. Reduced employee costs (£18k) reported Feb 17. A reduction in the contract price in disposal of food waste has resulted in a saving (£8k)reported in Feb 17.
CA Site Disposal	516	629	113	R	Increased tonnages due to householders disposing of extra black bag waste at the CA Site since the introduction of smaller bins
Cemeteries income	-655	-588	67	R	This budget is volatile and it's achievement depends on several factors. The increase in the crematorium contribution has offset the reduction in cemeteries income.
Car Parks Income	-539	-616	-77	G	A number of spaces with park square have been contracted to ABHB which has seen an in year bonus to income levels.








Budget Monitoring Position – March 2017

Streetscene & City Services

Significant Variances	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Potholes	0	0	300	300	300	300	300	300	300	300	300	300
PINT	0	0	50	50	50	50	50	50	50	50	50	50
Operations	0	0	0	-183	-344	-483	-576	-608	-568	-318	99	-472
Contact Centre	0	0	0	55	55	56	54	42	41	2	-7	-16
Benefits	0	0	0	57	57	46	195	139	130	128	143	126
Asset & Water Management	0	0	0	0	-355	-355	-355	-355	-356	-229	-205	-41
Street Lighting	0	0	0	0	0	0	0	-108	-108	-108	47	221
Tree Survey and Inspections	0	0	0	0	0	0	0	0	63	89	89	267
External Trade Waste	0	0	0	-97	-113	-113	-118	-124	-131	-147	-147	-156
Waste Disposal Site commercial income	0	0	207	239	239	190	140	112	112	127	141	94
Waste Disposal Site Asbestos Income	0	0	50	260	260	260	350	350	350	350	350	350
Waste Disposal Site Recycle & other income	0	0	0	70	70	75	77	74	74	85	89	98
Waste Grant	0	0	80	318	307	319	311	333	313	388	278	317
Civil Amenity site Disposal costs	0	0	0	70	70	70	70	70	70	80	80	113
Strategic Management - NWOW	0	0	0	0	0	0	0	0	0	350	227	227
Fleet – Bad debt provision	0	0	0	0	0	0	0	0	0	250	250	414


Budget Monitoring Position – March 2017

Streetscene & City Services

Change since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	Waste Disposal Site Commercial Income – current overspend £94k in respect of under recovery of income. Loss of major contract at the end of 15/16 (now using Trident Park incineration plant) has resulted in a forecasted loss of income; a current review of the Waste Disposal Site is being undertaken by external consultants. The forecast is likely to change month on month depending on any additional commercial contracts being gained or further loss of contracts throughout the year.
	Waste Disposal Site Asbestos MTRP target – current overspend £350k in respect of under recovery of income target. Current MTRP savings for opening of an asbestos cell at the waste Disposal Site was expected to generate an additional £350k in 1617. The cell opened 5 September 2016 and further reports will monitor future income streams. Due to the initial negative response from the market since the opening of the asbestos cell the £260k pressure on MTRP has increased by £90k.
	Waste Grant - current overspend £317k. The weekly card collection rollout MTRP 1617 target– current overspend (£80k) due to delay in implementation; increased hire of vehicle costs.(71K); kerbside boxes and bags (£73k) and additional waste sent for sorting (£119k) to achieve the recycling target. Reduced employee costs (£18k) reported in Dec 16. A reduction in the contract price for food waste has resulted in a saving (£8k) reported in Feb 17.
	Tree Surveys and Inspections – one off expenditure in 1617. The completion of tree survey inspections across the Authority has resulted in a large amount of additional work which has been carried out by external contractors and is not budgeted for.
	Benefits – net overspend £126k Service has under-recovered core income by £120,761 due to a decrease in funding from DWP as well as additional postage costs affecting the budget by 38k & Computer spend 15k Offset by a decreased forecast in audit fees (27k) & manpower forecast relating to maternity related savings. (10k)
	Street Lighting – Current Overspend £221k. Despite an underspend of £110k within SL utilities, A number of invoices meant for 15/16 were not accrued for as part of 15/16 closing resulting in an additional spend now being shown.
	Strategic Management non delivery of MTRP 1617 – a £350k MTRP 1617 saving was deemed unachievable within 2016/17 with an opportunity to defer the savings into future year(s). Mitigation was hoping to be found through over achieved savings/opportunities elsewhere in the service area, but the Head of Service is unavailable to provide any detail at this current time. £123k of savings have been identified, however the balance of £227k will not be achieved during 1617.

Budget Monitoring Position – March 2017

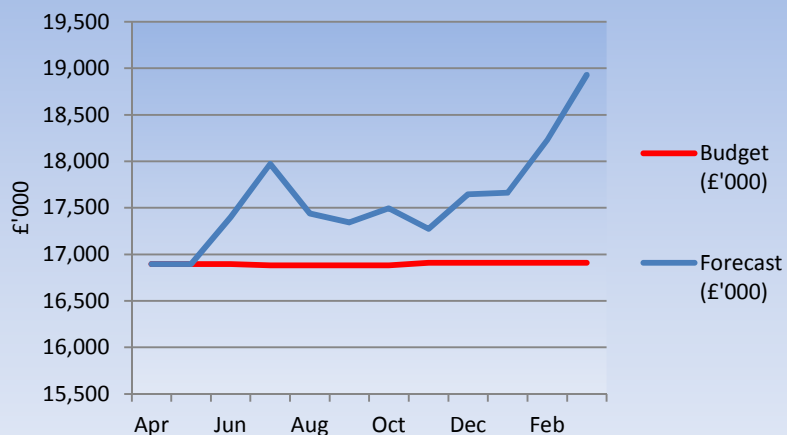
Streetscene & City Services

Change since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	<p>Fleet Management – Current Overspend £348k A full and detailed analysis of the forecast was completed at the beginning of the financial year and a number of decisions regarding spend were made. Despite a change in vehicle hire recharges resulting in a reduction of £20k, changes that needed to be made to provisions and increases in bad debt provision for a number of operational matters.</p>
	<p>Contracts & Projects Team – Current Underspend (£209k). A vacancy which was not filled in 16/17 and produced an in year saving of £20k. This can be included to the COBRA recharges which are charges for work completed on Capital projects and is not a budgeted income. The completion of a recent project has increased Forecasts to £150k.</p>
	<p>Grounds Maintenance – Current Overspend £171k. A number of key external contracts were lost which has reduced the amount of income that will be generated by £200k. A reduction in the use of Agency staff has reduced the spend by £35k which has offset the number of seasonal employees adding to the costs, despite the number being halved when compared to previous years, this has increased the overspend by £100k as this is not budgeted.</p>
	<p>Routine Maintenance – Current overspend £359k. A permitted overspend on potholes was made early in year. The need for additional materials and manpower for this program has accounted for the final outturn.</p>
	<p>Street Cleansing – Current Overspend £249k: A number of VR's were completed but not in the allocated original timeframe. This resulted in additional staff salaries being paid within 16/17 £170k. There was an additional spend on agency £65k, additional plant was needed £15k.</p>
	<p>Asset & Water Management – Current Underspend £41k. Following a review of the budgets, figures were amended. Spending in other areas has been deferred within Asset & Water Management as part of the Operations analytical review in order to cover some of the deficit in waste.</p>
	<p>Winter Maintenance – Current Overspend £48k. Following an increased number of cold snaps, additional Salt was required to accommodate needs.</p>

Budget Monitoring Position – March 2017

Streetscene & City Services

Streetscene & City Services
2016/17 Forecast History



Head of Service Commentary

Management actions to address position:

Key Budget Variances

Non Delivery of MTRP Savings

BMS Submission Data

%

% of cost centres submitted by
budget holder deadline

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Budget Monitoring Position – March 2017

Streetscene & City Services

Head of Service Commentary

Head of Service comments/ summary:

Strategic Director Commentary

Strategic Director comments:

There is an overall overspend on the Streetscene budget of £2m, against a FY budget of £16.9m. This consists of: £856k unachieved MTRP savings, due to some proposals requiring a delayed implementation timescale (implementation of £369k of the £856k is currently confirmed as being achievable in 17/18); £300k permitted overspend on the pothole repair scheme, £50k permitted overspend on the Pride in Newport Team, £278k reduction in waste grant; £414k bad debt provision and £250k provision for potential insurance claim legal costs. The service needs to review the recurring unachieved MTRP savings to establish a realistic assumption for 17/18 and present options to SLT. The end of year outturn includes a movement totalling £1m since the January forecast. This is primarily as a result of the additional provisions for bad debt and insurance claims, the administrative accounting error previously identified, and an end of year increase in expenditure on strategy and operations arising from late recharges. Improved recharge allocation and supplementary accounting processes will be introduced and monitored immediately to minimise the potential for such issues in future years.

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Budget Monitoring Position – March 2017

Directorate

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	552	552	552	552	552	552	552	552	552	552	552	552
Forecast (£'000)	552	552	531	501	476	475	487	488	488	487	491	504
Variance (£'000)	0	0	-21	-51	-76	-77	-65	-64	-64	-65	-61	-48

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	521	521	521	521	521	521	521	521	521	521	521	521
Forecast (£'000)	521	521	500	482	456	456	453	453	453	453	455	484
Variance (£'000)	0	0	-21	-39	-65	-65	-68	-68	-68	-68	-66	-37

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	0	0	0	0	0	0	0	0	0	0	0	0
Savings Realised cumulative (£'000)	0	0	0	0	0	0	0	0	0	0	0	0
Variance (£'000)	0	0	0	0	0	0	0	0	0	0	0	0
FIP Reconciliation period		MAY	JUN	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

AREAS OF RISK	Budget	Forecast	Variance	Status	Comment
	£'000	£'000	£'000		
There are no risk areas identified for Directorate					

Budget Monitoring Position – March 2017

Directorate

OTHER SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Staffing	0	0	-21	-40	-65	-65	-68	-68	-68	-68	-66	-66
FanZone (Wales Euro)	0	0	0	0	0	0	0	0	0	0	0	0
Advertising for recruitment	0	0	0	0	0	0	15	0	0	0	0	18
Total	0	0	-21	-40	-65	-65	-53	-68	-68	-68	-66	-48

Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>	
	No Issues to report

Budget Monitoring Position – March 2017

Directorate



Head of Service Commentary

Management actions to address position:

Key Budget Variances

- None to report

Non Delivery of MTRP Savings

- None to report

BMS Submission Data

%

% of cost centres submitted by
budget holder deadline

N/A

Budget Monitoring Position – March 2017

Directorate

Head of Service Commentary

Head of Service comments/ summary:

Strategic Director Commentary

Strategic Director comments:

Whilst there are some variances within individual service areas, the overall position within the Corporate Services is showing a small underspend. This demonstrates good overall financial management.

Budget Monitoring Position – March 2017

Finance

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	2,664	2,664	2,664	2,664	2,664	2,742	2,742	2,742	2,742	2,742	2,742	2,742
Forecast (£'000)	2,664	2,664	2,674	2,661	2,674	2,705	2,692	2,679	2,667	2,650	2,652	2,620
Variance (£'000)	0	0	10	-3	10	-37	-50	-63	-75	-92	-90	-122

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042	3,042
Forecast (£'000)	3,042	3,042	3,019	3,000	3,008	3,014	3,004	2,995	2,977	2,959	2,954	2,954
Variance (£'000)	0	0	-23	-42	-34	-28	-38	-47	-65	-83	-88	-88

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	222	222	222	222	222	222	222	222	222	222	222	222
Savings Realised (cumulative) (£'000)	222	222	222	222	222	222	222	222	222	222	222	222
Variance (£'000)	0	0	0	0	0	0	0	0	0	0	0	0
FIP Reconciliation period		MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC	JAN	FEB	MAR

AREA OF RISK	Budget	Forecast	Variance	Status	Comments
	£'000	£'000	£'000		

Budget Monitoring Position – March 2017

Finance

SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<i>Bank Charges - the number of cards being used have increased</i>	0	0	21	21	21	0	0	0	0	0	0	-2
<i>Council Tax - Printing and postages</i>	0	0	8	8	8	8	0	0	0	8	8	-4
<i>NNDR income based on current grant claim for 2016/17</i>	0	0	0	40	40	38	38	38	38	38	38	23
<i>Strategic Procurement - Savings on NPS (£27k), rebate from suppliers (£23k), rebate from Purchasing Cards (£4k)</i>	0	0	0	-27	-27	-27	-41	-41	-41	-45	-45	-55
<i>Audit Commission - reduction on fees</i>	0	0	0	0	0	0	-10	-10	-10	-11	-8	4
Variance (£'000)	0	0	29	42	42	19	-13	-13	-13	-10	-7	-34

Movement since last month

Current & Emerging Risks / Opportunities (Including non delivery of MTRP savings)



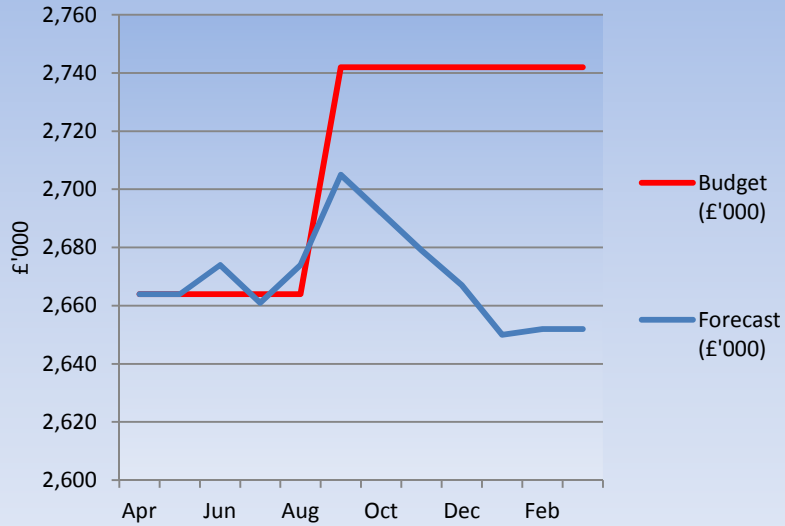
There were a number of vacant posts at the start of the year, which has meant that the vacancy provision has been met within the first part of the year. However, as this will no longer be the case going forward, this will be difficult to do going forward in 2017/18.

There has been use of agency staff to complete a significant piece of work, which initially was believed that this could be funded externally. However, this was not the case and creates additional pressure should there be further resource requirements to complete the piece of work.

Budget Monitoring Position – March 2017

Finance

Finance
2016/17 Forecast History



BMS Submission Data

%

% of cost centres submitted by
budget holder deadline

%

Head of Service Commentary

Management actions to address position:

Key Budget Variances

Overall small underspend but some niggling areas of overspend in C Tax in particular – postages, court costs income. These need review and dealing with, in existing total envelope, for 2017 in as much as resources will allow.

Self –service module for C Tax very overdue in terms of delivery and this would reduce postages via more e-mailing of tax bills.

Non Delivery of MTRP Savings

All on target

Budget Monitoring Position – March 2017

Finance

Head of Service Commentary

Head of Service comments/ summary:

Budget savings within MTFP have been delivered. I have reviewed budgets with each service manager and finance business partner and reviewed specifically; vacancies/recruitment plans and non-pay budgets, which are very small in relation to pay budgets. There was a need to extend a senior accountancy temp to work on Friar's Walk issues until end of Jan 2017 which came to a cost of £50k. This has been mitigated and indeed, there is an underspend on total staffing budgets, inclusive of temp costs.

At this point, confident that we will deliver the small underspend shown but there are some individual budget areas which consistently overspend and which will need careful review for 2017 – e.g. postages in C Tax, court collection fees in C Tax.

Strategic Director Commentary

Strategic Director comments:

Whilst there are some variances within individual service areas, the overall position within the Corporate Services is showing a small underspend. This demonstrates good overall financial management.

Budget Monitoring Position – March 2017

People & Business Change

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	6,371	6,371	6,371	6,371	6,401	6,415	6,421	6,421	6,421	6,421	6,421	6,421
Forecast (£'000)	6,371	6,371	6,361	6,326	6,336	6,353	6,346	6,237	6,260	6,264	6,251	6,205
Variance (£'000)	0	0	-10	-45	-65	-62	-75	-184	-161	-157	-170	-216

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	4,988	4,988	4,988	4,988	5,019	5,019	5,038	5,226	5,226	5,226	5,226	5,226
Forecast (£'000)	4,988	4,988	4,979	4,980	4,941	4,928	4,927	5,001	4,990	4,934	4,936	4,932
Variance (£'000)	0	0	-9	-8	-78	-91	-111	-225	-236	-292	-290	-294

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	411	411	411	411	411	411	411	411	411	411	411	411
Savings Realised (£'000)	411	411	411	411	411	401	401	401	401	406	406	409
Variance (£'000)	0	0	0	0	0	10	10	10	10	5	5	2
FIP Reconciliation period		MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC	JAN	FEB	MAR

AREAS OF RISK	Budget	Forecast	Variance	Status	Comment
	£'000	£'000	£'000		
IT – Shared Resources Services	-70	-70	0	Amber	NCC became a partner on April 1 st 2017 so this saving is secure.

Budget Monitoring Position – March 2017

People & Business Change

SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Welsh Language Translation	0	0	0	0	0	0	0	-80	-80	-120	-130	-147
Mail Room Clean Mail rebate	0	0	-17	0	-27	-23	-17	-17	-12	-12	-12	15
Partnerships - Youth Support Service & Wellbeing Act Consultancy costs, Positive Futures funding	0	0	16	0	0	0	0	32	32	88	88	85
HR Staffing	0	0	0	-16	-36	-34	-33	-33	-21	-20	-29	-27
Business Development	0	0	0	-8	-7	0	5	5	5	4	4	32
IT - SRS resource costs & capital contribution	0	0	0	-9	23	29	15	50	75	155	155	98
Training Unit - Running Costs	0	0	0	0	-20	-20	-24	-24	-40	-40	-40	-51
Information Governance staffing	0	0	0	0	0	0	-44	-48	-48	-39	-40	-47
Variance (£'000)	0	0	-1	-33	-67	-48	-98	-115	-89	16	-4	-42

change since last month

(Including non delivery of MTRP savings)



There is an MTRP target within 2016/17 for £70k which assumes that the IT department will enter into a partnership with the SRS. The business case has been approved by the constituent partners within the SRS and a transfer date of April 1st was achieved. Any associated costs to moving to the SRS in 2016/17 have been forecast to be absorbed within the current budget.



The STEP project currently makes a contribution to the IT service of approximately £300k. This contributes to the general infrastructural costs of IT, from which schools benefit. If any schools decide not to renew their contract there is potential for there to be a proportionate impact on the overall IT budget. Work is currently underway to enable us to forecast over the next three years.

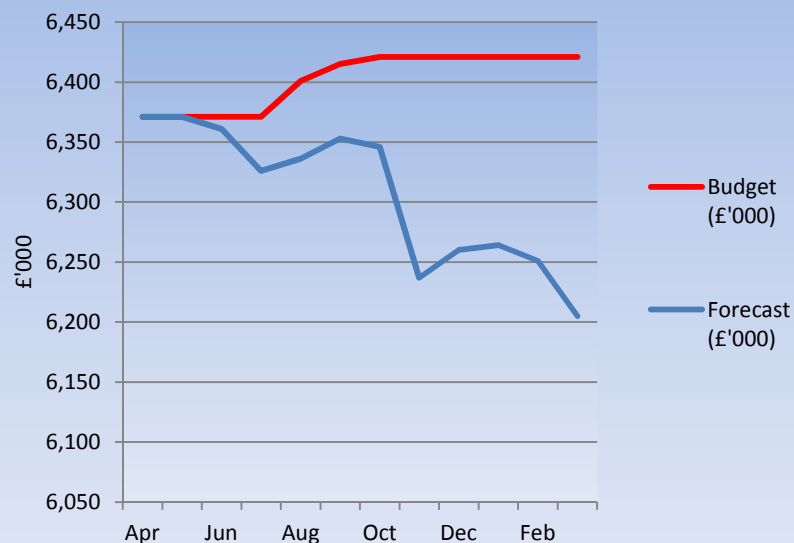


Welsh Language translation out turned at £147k underspent. Initial estimates were based on an understanding of the standards and the risk of non compliance for the organisation. The underspend has been forecast as additional resources to support the project were not recruited until September and expenditure on the web site did not commence until later on in the year. Further demand is anticipated going forward into 2017/18 as the organisation fully understands the requirements and the Act and more processes are updated.

Budget Monitoring Position – March 2017

People & Business Change

People & Business Change
2016/17 Forecast History



BMS Submission Data

% of cost centres submitted by
budget holder deadline

%

%

Head of Service Commentary

Management actions to address position:

Key Budget Variances

- There has been an increase in the variance for March. Variances have been due to staffing budgets. However, there has been a further variance with the Welsh Language Budget as translations are finalised for the year, and the IT budget. The HR budget has absorbed some additional expenditure to support broader workforce budgets into 2017/18.
- The Welsh Language budget needs to be monitored closely and we will need to set realistic forecasts for 2017/18.

Non Delivery of MTRP Savings

- Street Naming and Numbering has underachieved by £1.7k.

Budget Monitoring Position – March 2017

People & Business Change

Head of Service Commentary

Head of Service comments/ summary:

Budgets across the Service Area have seen an additional variance in March as a result of a number of budget changes, including Welsh Language and IT. This is being monitored and managers are making more conservative estimates regarding filling vacancies as the year progresses. However, there have been some underestimates in relation to other resource budgets which needs to be rectified in the new financial year.

The risk associated with the development of a partnership with the SRS have been rightly highlighted. However, we formally entered the partnership on April 1st and staff have now transferred from NCC to Torfaen.

Whilst an underspend in Welsh language has been forecast, it has proved complex due to the time lag in the implementation of the standards and also getting to a solution with regard to website translation. However, we need to get better at this in the new financial year.

Strategic Director Commentary

Strategic Director comments:

Whilst there are some variances within individual service areas, the overall position within the Corporate Services is showing a small underspend. This demonstrates good overall financial management.

Budget Monitoring Position – March 2017

Law & Regulation

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	6,474	6,474	6,474	6,486	6,486	6,521	6,521	6,521	6,521	6,521	6,521	6,521
Forecast (£'000)	6,474	6,474	6,461	6,491	6,537	6,509	6,526	6,495	6,468	6,452	6,417	6,282
Variance (£'000)	0	0	-13	5	51	-12	5	-26	-53	-69	-104	-239

Key Elements of Budget Variances:

STAFFING	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	5,868	5,868	5,868	5,880	5,880	5,915	5,915	5,915	5,915	5,915	5,915	5,917
Forecast (£'000)	5,868	5,868	5,846	5,936	5,958	5,990	6,028	6,018	6,011	5,997	5,996	5,993
Variance (£'000)	0	0	-22	56	78	75	113	103	96	82	81	78

DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	330	330	330	330	330	330	330	330	330	330	330	330
Savings Realised cumulative (£'000)	330	330	330	330	330	315	315	318	315	320	320	320
Variance (£'000)	0	0	0	0	0	15	15	12	15	10	10	10
Undelivered savings from previous years (£'000)	53	53	53	53	53	53	53	53	53	53	53	53
FIP Reconciliation period		MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR

AREAS OF RISK	Budget	Forecast	Variance	Status	Comment
	£'000	£'000	£'000		
CCTV Income	-243	-151	89	R	Confirmed income for 16/17
Land Charges	-142	-142	-16	G	Based on actual income to date
Public Protection Income Overall	-823	-842	-129	G	Income for Hackney Carriages & Court Costs




Budget Monitoring Position – March 2017

Law & Regulation

OTHER SIGNIFICANT VARIANCES	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
CCTV maintenance saving	0	0	-30	-30	0	0	0	0	0	0	0	0
Staffing	0	0	0	39	49	29	25	-13	0	-13	-17	-19
Reduced Dog Control income	0	0	0	0	15	14	14	12	10	4	8	9
Council Newspaper	0	0	0	0	0	-7	-7	-7	-7	-7	-7	-7
Insurance Premiums	0	0	0	0	0	-10	-10	-25	-25	-18	-43	-72
Licences Income	0	0	0	0	0	0	-19	12	-3	-7	-16	-84
Other	0	0	0	0	0	0	0	-4	-4	-4	-5	-39
Environmental Health costs awarded by Crown Court	0	0	0	0	0	0	0	0	-24	-24	-24	-24
Total	0	0	-30	9	64	26	3	-25	-53	-69	-104	-236

Budget Monitoring Position – March 2017

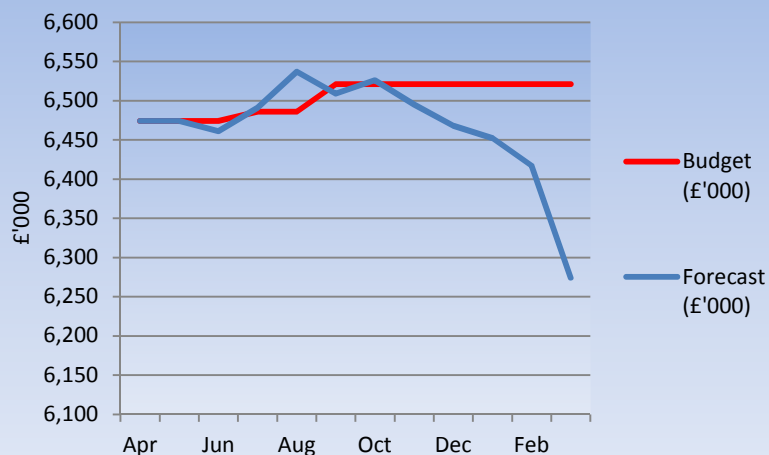
Law & Regulation

Changes since last month	Current & Emerging Risks / Opportunities <i>(Including non delivery of MTRP savings)</i>
	<p>CCTV income has been reduced by £90K. This is based on confirmed users for 16/17. The CCTV income was also lower than budget in 15/16 by £80K although this was considered permanently mitigated against in the maintenance contract.</p>
	<p>Licensing income for Houses in Multiple Occupation could be a potential risk in 2016/17 due to the fluctuating nature of renewals and new licences which are influenced by the property market and a range of UK Government Policies. In addition, new legislation in Wales requiring the licensing of landlords may deter some from the market. The impact of these issues on the income for the Service Area is unknown. In 2015/16 this income was lower than budget by £44K.</p>
	<p>Staffing for Registrars has out-turned over budget by £61K as predicted. The service needs to cover all posts to allow the public to discharge their legal duty to register therefore overtime costs and the use of casual staff is relatively high.</p>

Budget Monitoring Position – March 2017

Law & Regulation

Law & Regulation
2016/17 Forecast History



Head of Service Commentary

Management actions to address position:

Key Budget Variances

- There are a number of options being investigated to permanently mitigate against the underachievement of CCTV. Currently tenders are being submitted to provide the CCTV service to other authorities, which could help significantly bridge the gap.
- Staffing for the Registrars is being closely monitored due to the current overspend. This is due to employees being off on long term sickness which is being managed with a view to employees either returning to work shortly or mutual termination on medical grounds.

Non Delivery of MTRP Savings

- MTRP saving of £15K for 2016/17 relating to the Kennels is not expected to be delivered.
- There is, however, a carry forward MTRP saving from 2015/16 which has a balance of £52k

BMS Submission Data

%

% of cost centres submitted by budget holder deadline

N/A

Budget Monitoring Position – March 2017

Law & Regulation

Head of Service Commentary

Head of Service comments/ summary:

The final out-turn figures as at the end of March show a total underspend of £247k across all service areas. The budget variance has increased by a further £143k as compared with the projected under-spend of £104k at the end of February. This significantly increased under-spend since the last forecast is largely due to an unbudgeted one-off payment of £80k in respect of court costs, coupled with an unpredicted increase in licensing fee income. There have been pockets of overspend and pressures in certain areas, but these are being managed and off-set by underspends in other areas and the additional fee income. The over-spend on the staffing costs within the Registration Service has been continuing, as forecast, due to the extended use of casual staff to cover for sickness absences and meet statutory deadlines, but the use of temporary cover will be regularised in the longer term.

The one area of continuing risk is the under-recovery of CCTV income due to the failure to secure contracts with Monmouthshire and Torfaen. However, this is being mitigated through a combination of maintenance and line-rental contract savings, alternative proposals for CCTV monitoring work for other councils and options for re-structuring the service. The CCTV and community safety warden services has now been relocated at the Civic Centre, with a combined management structure, which will deliver savings to mitigate the loss of the fee income.

Strategic Director Commentary

Strategic Director comments:

Whilst there are some variances within individual service areas, the overall position within the Corporate Services is showing a small underspend. This demonstrates good overall financial management.

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Report

Cabinet

Part 1

Date: 14 June 2017

Subject Capital Programme Outturn 2016/17

Purpose The report reviews the outturn of capital expenditure for the 2016/17 financial year, and requests approval of budget carry forwards to fund slippage of expenditure into the new financial year, in order to confirm the 2017/18 capital programme budget.

Author Senior Finance Business Partner (Capital)

Ward All Wards

Summary The report updates Cabinet on the final outturn position for capital programme schemes in 2016/17 and requests carry forwards required as a result of slippage. The slippage requested is £2,204k across a number of schemes, the majority of which are in Streetscene & City Services. The reported underspend on completed projects is £753k. These are detailed within the report and Appendix A.

The report lists the detail of the £4m of capital receipts achieved in 2016/17 – which is a significant sum for a single financial year – and highlights the balance of unutilised receipts available for future use.

Proposal To note the outturn position for the 2016/17 capital programme and to approve budget carry forwards requested to cover slippage into 2017/18.

To note the balance of and approve the future earmarking of Useable Capital Receipts as detailed in the report. This includes the proposed use of Joint Venture receipts and the decision-making process for these, which is subject of another report on this agenda.

Action by Assistant Head of Finance

Timetable Immediate

This report was prepared after consultation with:

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

Signed

Background

- 2016/17 was the third year of the current four-year capital programme. The 2016/17 budget as per the Budget 2017/18 & MTFP report approved by Cabinet in February 2017 was £37,798k. Since that report there have been a number of additions/decreases to the capital programme; table 1 below shows these changes, which gives a final 2016/17 budget of £35,350k. The changes are explained by service area following the table.

Table 1: 2016/17 Capital Budget including new changes

Report / Scheme Change	Funding Source	Service Area	Budget Change (£000's)
2016/17 budget as per 2017/18 Budget & MTFP Report			37,798
<i>New ASD Facility</i>	<i>Grant / Borrowing</i>	<i>Education</i>	435
<i>Primary Place Challenge</i>	<i>Borrowing</i>	<i>Education</i>	14
<i>Vibrant & Viable Places</i>	<i>Grant</i>	<i>Regen, Investment & Housing</i>	(3,098)
<i>Flying Start</i>	<i>Grant</i>	<i>Regen, Investment & Housing</i>	80
<i>CCTV Monitoring Development</i>	<i>Revenue Contribution</i>	<i>Law & Regulation</i>	10
<i>Substance Misuse Action Fund</i>	<i>Grant</i>	<i>Adult & Community Services</i>	46
<i>Active Travel South Central Corridor</i>	<i>Grant</i>	<i>Streetscene & City Services</i>	65
Final Budget 2016/17			35,350

- Education – Following approval from Welsh Government to increase the overall 21st Century Schools programme envelope from £28m to £51m in February 2017, a number of schemes within the umbrella have received additional budgets. The approval to expand the special school's sector scope to include the proposed Maes Ebbw project enabled a further £435k of funding to be assigned to the ASD Facility project, made up of £200k WG grant and £235k NCC borrowing. This was previously explained within the Education Capital Programme report approved by Cabinet in September 2016.
- The Primary Place Challenge budget was previously re-profiled with an estimate of what level of budget should be removed due to potential projects being superseded by 21CS developments. This final adjustment reinstates the budget to reflect actual spend which is £14k higher than previously anticipated.
- Regeneration, Investment & Housing – recognising that achieving completion of the ambitious Commercial Street project within the necessary timescales and budget was impossible, WG removed the allocation of £3,098k from the Vibrant & Viable Places Programme Year 3 schedule shortly before the end of the financial year. Senior officers from WG, NCC and the appointed partner organisation have been involved in a series of discussions regarding the future of this project with a resolution anticipated in early 2017/18, which should see these monies included within a new allocation.
- The Flying Start allocation for 2016/17 was increased by WG, with £80k grant funding for refurbishment at various Flying Start venues including upgrades at Gaer Community Centre.
- Law & Regulation – the CCTV Monitoring Development budget is increased to reflect additional works funded via a contribution from the Property Manager in RI&H.
- Adult & Community Services – the final confirmed grant award for the Substance Misuse Action Fund was notified by Welsh Government late in the year.

- Streetscene & City Services – the Active Travel South Central Corridor scheme, incomplete from 2015/16, had confirmation of £65k grant award this year from Welsh Government in order to fund the completion of the Lliswerry ‘Missing Link’ project.
- It is against the final 2016/17 budget that outturn is compared within this report. The final outturn for 2016/17 is summarised, along with carry forward requests for slippage, in Appendix A. It should be noted that since the budget re-profiling exercise that was carried out for the November 2016 Monitoring & Additions Report, some schemes have incurred expenditure quicker than anticipated; this has the opposite effect on slippage, requiring reductions to future budgets to re-align them with this expenditure.
- As this shows, alongside previous years’ significant slippage on project spend/ delivery; the delivery and associated financial forecasting of projects in line with plans continues to be an area where improvement is required. The updated capital programme for 2017/18 including the requested slippage and the introduction of new schemes is shown in Appendix B. New schemes included in the 2017/18 capital programme are as follows:
 - Basseleg school CCTV (£50k) – funded by School Works Reserve
 - High Cross Primary IT Refresh (£28k) – unsupported borrowing to be repaid by school over 4 years
 - ENABLE Adaptations scheme (£187k) – funded by WG grant
 - Market Arcade Townscape Heritage scheme (£191k) – £15k HLF grant and £40k NCC match funding through borrowing
 - Members IT Refresh (£44k) – funded by service area budgets
 - Cemetery infrastructure improvements (£184k) – funded by borrowing
 - Local Transport Fund and Road Safety Capital 17/18 (£1,053k) – funded by WG grant
- Table 2 below shows the summary remaining final year of the programme as it now stands following confirmation of the 2016/17 actual slippage figure:

Table 2: Updated 4 year Capital Programme following 2016/17 actuals

2014/15 £000’s	2015/16 £000’s	2016/17 £000’s	2017/18 £000’s	Total £000’s
Actual	Actual	Actual	Budget	
27,197	25,783	32,393	39,456	124,829

Capital Expenditure Outturn for 2016/17

Table 3: Summary Capital Outturn 2016/17

Final Budget 2016/17 £000’s	2016/17 Actual £000’s	Variance £000’s
35,350	32,393	(2,957)

- The capital expenditure outturn for 2016/17 was an underspend variance against budget of £2,957k. This includes £4,648k of projects that have slipped on delivery and therefore need to be carried forward into 2017/18 to complete the schemes, as well as £2,444k of projects that have accelerated delivery (the majority of which relates to the Ysgol Gyfun Gwent Is Coed project) and need budget brought back into 2016/17. Overall there is a true underspend of £753k on projects that have completed.
- The table below shows the final approved capital programme allocations per service area, compared to the final outturn to show the variance position for each, split between slippage and under/ over spend:

Table 4: Service Area Capital Outturn

Service Area	Final Budget 2016/17	Final Outturn 2016/17	Variance: Slippage	Variance: (Under)/Over Spend on completed schemes
	£000's	£000's	£000's	£000's
Education	19,048	18,797	(387)	136
Regeneration, Investment & Housing	8,990	8,395	(571)	(24)
People & Business Change	1,199	404	(122)	(673)
Law & Regulation	189	183	(6)	0
Adult & Community Services	782	890	0	108
Children & Young People Services	55	54	0	(1)
Streetscene & City Services	5,087	3,670	(1,118)	(299)
TOTAL	35,350	32,393	(2,204)	(753)

- The slippage for Education is largely due to the Caerleon Lodge Hill Primary and Demountable Replacement projects progressing slower than originally anticipated. The new ASD Facility (now known as Ysgol Bryn Derw), which completed during the year, is the main reason for the reported overspend. Some final fit-out costs are due to be incurred in 2017/18 despite the budget already being overspent during the construction phase. Once the final expenditure is incurred and the project outturn finalised, a report will need to be brought to Audit Committee by the education service in due course to explain how the situation has materialised. The externally appointed Project Managers on this scheme have also been asked to provide an evaluation report to NCC. The overspend on this scheme is partly offset by underspends on other schemes including Cashless Catering and prior year projects.
- Within Regeneration, Investment & Housing, a number of delays encountered during the financial year have meant that slippage is required for the Gypsy Traveller Site Development project as works continue into 2017/18. There remains a risk that this project could see an overspend if funding from WG is inadequate, this will need to be addressed during the financial year. Slippage of the remaining budget available on the City Centre Redevelopment CPO scheme is required in order to cover the three outstanding compensation claims that are due to be settled within the coming months. The Property Services Manager in Newport Norse has warned that these will be well in excess of the remaining budget, therefore an overspend of around £115k is anticipated in 2017/18. The underspend this year within this service area is largely a result of the Rivermead MUGA Fence being completed at £21k less than originally estimated.
- The slippage for People & Business Change relates to remaining work needed on the Corporate EDMS Rollout project, the Implementation of HR Self-Serve, and planned purchases from the IT Replacement scheme. The Superconnected Cities Broadband Voucher Scheme finally concluded during 2016/17, resulting in a large underspend of £290k against the available grant envelope approved at the start of the project. A further £100k underspend within this service area has arisen due to there being no spend against the Scheme Preparation Allocation for this year.
- Law and Regulation has only one scheme active – Development of CCTV Monitoring Service. This project is nearing completion so a small amount of slippage is requested for final costs during Spring/Summer 2017.
- The overspend in Adult & Community Services is due to a combination of expenditure relating to previous years' schemes materialising at a higher level than accrued for previously, this was funded through additional borrowing, and a grant repayment of £82k made to WG by a third party, via NCC

acting as agent, relating to 2015/16 funding from the Substance Misuse Action Fund. This has no financial impact on NCC.

- A minor underspend is reported within Children & Young People Services following completion of the Youth Offending Service move to Old Brynglas Hostel refurbishment project.
- The slippage for Streetscene & City Services has arisen due to delays in expenditure on a number of schemes, including Fleet Replacement (£577k) and the Bus Station (£297k). These projects will need to be managed and resourced appropriately by the service area in 2017/18 to ensure that they are completed successfully, particularly where grant funding is involved. A small number of schemes that completed during 2016/17, including the Pillgwenlly and Home Farm Drive Flood Risk Assessment projects, have contributed to an underspend position.

Update on Headline/ High Value Schemes

Education

- Within the 21st Century Schools Band A Programme, four of the original six project streams remain ongoing: Demountable Replacement, Caerleon Lodge Hill, Special Education Needs (comprising the ASD Facility and the Maes Ebbw Special School expansion) and Ysgol Gyfun Gwent Is Coed/ John Frost. All works are complete for the other two project streams. During the year, works have progressed as scheduled on the YGGIC/ John Frost project and at the schools within the Demountable Replacement scheme, and are expected to continue as budgeted into 2017/18. The Caerleon Lodge Hill project has completed the first design and tender stage and the successful contractor is now working with NCC and Newport Norse to complete the second phase tender and gain planning approval. The new Lodge Hill Primary School building is expected to be complete in October 2018 with external works and demolitions to be complete by the end of March 2019. The proposed seven classroom extension to Maes Ebbw Special School, which has been assigned a total budget of £3,300k spread over the next two financial years, is currently in the design phase with works expected to be completed towards the end of 2018/ early 2019.
- Works to increase St Andrews Primary and improve the external learning environments have been completed. The remaining budget is being used to create a new reception area and consideration will be taken on the securing of a sports pitch on Milner Street playing fields, which is the only soft play area available for the school to use. All works are expected to be completed by the end of the 2017/18 financial year.

Regeneration, Investment & Housing

- Vibrant & Viable Places – the final year of the 3-year programme has now concluded with an outturn of £2,951k. Whilst a number of projects have been completed successfully, notably the refurbishment of the top block of Commercial Road, the flagship scheme to redevelop the entrance to Park Square car park into affordable housing and the additional funding required to complete this project, has meant that this scheme could not be progressed within the timescales for the current envelope. This has meant a reduction in the capital grant from VVP for 2016/17. The project has been subject to considerable internal review by WG and will be referred to their relevant Cabinet Secretary for a decision on whether the grant allocation due to support this project will be rolled forward into a fourth year of VVP activity. It is hopeful that the project will proceed, with the funding (represented by the recycled Kings Hotel loan) retained within Newport for defrayment in 2017/18.
- Flying Start – the main scheme completed this year was at Bridge Training Centre, primarily funded by WG grant monies with an element of NCC funding. Further WG grant was used on maintenance and repair at various Flying Start settings, including Gaer Community Centre.

- Asset Maintenance – works at a variety of council properties continued under the schedule of priority schemes, slightly quicker than the anticipated pace, so the 2017/18 programme is now adjusted accordingly to reflect the £86k budget brought back into 2016/17.

Streetscene & City Services

- Bus Station/ City Centre Redevelopment – whilst this scheme substantially completed in 2015/16, delays in the installation of associated infrastructure equipment and issues around snagging has meant that the residual NCC-funded budget is still required to be slipped into 2017/18 for completion of the works.
- Highways Capitalised Annual Maintenance – various planned works took place during the year, including a significant carriageway resurfacing programme, resulting in the £674k budget allocation for 2016/17 realising a small underspend of £18k at outturn.
- Fleet Replacement Programme – final spend for 2016/17 was lower than anticipated due to delays in receipting of vehicle orders, resulting in slippage into 2017/18. Purchasing of vehicles will continue as scheduled by the Integrated Transport Unit on an annual basis.

Update on Capital Receipts

- Capital receipts continue to be earmarked for use as match funding for the 21st Century Schools Programme per Cabinet's current policy decision here, with a current balance of £10.1m available as at 31st March 2017. Of this, circa £8m is forecast to be required for the remainder of 21CS Band A up to the end of 2018/19. The new capital programme currently being developed by officers will need to include proposals for the use of remaining receipts beyond the current commitment. During the financial year, circa £4m in receipts were banked, the most significant of which was the deferred receipt from the 2015/16 disposal of Land at Herbert Road. Some of the most notable property disposals completed during 2016/17 included New Willows, Hillcrest Farm, Ringwood House and Helyg Centre, and Don Close and Bettws Day Nursery. The current position on capital receipts is shown below.
- Proceeds from the disposal of vehicles during the year have been utilised to fund the purchase of new vehicles as agreed as part of the Fleet Replacement Programme. The YOS move to Brynglas scheme was funded via some of the proceeds from the sale of Kensington Court Day Centre, as previously agreed by Cabinet in July 2016.

Asset Disposed	Receipts Balance b/f £	Receipts Received in Year	Receipts Utilised in Year	Total Available Receipts 2016/17	Receipts Earmarked For:		
					21st Century Schools	YOS Move to Brynglas	Fleet Replacement Programme
	£	£	£	£	£	£	£
Balance b/f from 2015/16	7,449,724			7,449,724	7,427,574		22,150
Reevesland Industrial Estate Plot C		160,000		160,000	160,000		
Land at Colinda 112 Marshfield Rd		10,500		10,500	10,500		
New Willows 9 Tennyson Avenue		251,000		251,000	251,000		
Land south of Drenewydd Reen, Wentloog		55,000		55,000	55,000		
Land at Herbert Road		1,788,199		1,788,199	1,788,199		
Land at Tregwilym Road		258,109		258,109	258,109		
Land at East Mill Parade		17,500		17,500	17,500		

Kensington Court Day Centre		300,000		300,000	246,358	53,642	
Ringwood House and Helyg Centre		301,000		301,000	301,000	.	
Hillcrest Farm, Penhow		640,000		640,000	640,000		
Don Close and Bettws Day Nursery		170,000		170,000	170,000		
4B Spytty Lane		1,000		1,000	1,000		
Land SE of Usk Road		11,500		11,500	11,500		
Vehicle Disposals		86,250		86,250			86,250
Receipts used to Finance 2016/17 Capital Expenditure			(1,367,491)	(1,367,491)	(1,211,832)	(53,642)	(102,017)
TOTAL NCC RECEIPTS	7,449,724	4,050,058	(1,367,491)	10,132,291	10,125,908	0	6,383

- The table below shows capital receipts held for Newport Unlimited, which are attributable to the previous joint arrangement between Newport City Council and Welsh Government. WG officials have begun to provide positive indications in allowing NCC to lead on proposals regarding how this money will be spent. A separate report being presented at this Cabinet meeting provides further details, but in summary, Cabinet are requested to earmark these for city centre regeneration at this stage. If Cabinet are happy to delegate, the detail of individual projects to be progressed within the available funding is recommended to be reviewed and approved by the appropriate Cabinet Member.

Capital Receipts Held for Newport Unlimited	Balance b/f £	Receipts Received in Year £	Receipts Utilised in 2016/17 £	Balance c/f £
Balance b/f from 2015/16	609,376			609,376
Land at Old Town Dock		1,000,000		1,000,000
Total Newport Unlimited Receipts	609,376	1,000,000	0	1,609,376

- In addition to the capital receipts identified, the total 'pool' of funds relating to the Joint Venture also includes rental income from Alacrity House – the current balance of which is circa £244k as at 31st March 2017.

Risks

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

			issues are now being dealt with through a specific programme allocation.	
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

Options Available

- 1) To approve the delegation of detailed project consideration to Cabinet Member in respect of Joint Venture (JV) funds.
- 2) Cabinet also has the option to retain the decision-making on individual projects utilising JV funds.

Preferred Options

- To approve Option 1 identified above, being:
 - To approve the delegation of JV project decision-making to the Cabinet Member.

Comments of Chief Financial Officer

The main financial issues are contained in the report. Two issues need to be flagged up in particular:

- Alongside previous year significant slippage in the capital programme - the pattern has continued in 2016/17 with projects also 'accelerating' from previous forecasts in November 2016 this year, not just slipping. The overall position on capital scheme and programme management and forecasting requires improvement. We focus on this in our revenue budget arrangements, but there are similar issues in capital projects delivery and funding too.
- The new capital programme starting 2018/19 will need developing this current year. This requires a clear view of what priorities are and what is the medium term changes the Council needs to make to continue being sustainable – both linked of course. In addition, call for capital funds outweigh funds that are available and some prioritisation will inevitably be required to remain affordable – the HoF has already provided some key context for management teams on funding sources and amounts within current capital funding budgets could accommodate. The progress of this work will be key to ensure it continues to support key objectives of the Council whilst remaining affordable and prudent.

Comments of Monitoring Officer

There are no legal issues arising from this report.

Staffing Implications: Comments of Head of People and Business Change

There are no direct HR implications associated with the report.

Comments of Cabinet Member

N/A

Local issues

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

Scrutiny Committees

N/A.

Equalities Impact Assessment

N/A

Children and Families (Wales) Measure

N/A

Consultation

As set out in the early part of the report.

Background Papers

Capital Programme 2014/15 to 2017/18 – February 2014
Capital Programme Monitoring and Additions Report – July 2014
Capital Programme Additions Report – October 2014
Capital Programme Monitoring Report – November 2014
2015/16 Budget & Medium Term Financial Plan – February 2015
Capital Programme Monitoring and Additions Report – February 2015
Capital Programme Outturn 2014/15 – June 2015
Capital Programme Additions Report – July 2015
Capital Programme Monitoring Report – October 2015
Capital Programme Monitoring and Additions Report – January 2016
2016/17 Budget & Medium Term Financial Plan – February 2016
Capital Programme Outturn 2015/16 – June 2016
Capital Programme Monitoring and Additions Report – September 2016
Education Capital Programme Report – September 2016
Capital Programme Monitoring and Additions Report – November 2016
Capital Programme Monitoring and Additions Report – January 2017
2017/18 Budget & Medium Term Financial Plan – February 2017

Dated: 6th June 2017

APPENDIX A – Capital Programme Outturn 2016/17

SCHEME	BUDGET 2016/17 £000	ACTUAL OUTTURN £000	TOTAL VARIANCE £000	SLIPPAGE £000	(UNDER)/ OVER SPEND £000	YEAR END COMMENT
EDUCATION						
STEP	359	425	66	66	0	Complete for 2016/17, review to be undertaken in order to determine requirements for 17/18.
New ASD Facility	3,336	3,523	187	0	187	Works complete, fitout remaining. Significant overspend to be scrutinised in further detail.
Installation of a Catering Cashless System in all Primary Schools	50	27	(23)	0	(23)	Scheme completed during the year, some underspend.
Replacement Hartridge High School	28	45	17	0	17	Scheme complete, small overspend.
St Andrews Primary 3FE Works	839	666	(173)	(173)	0	Scheme underway, phase 1 & 2 was complete by Oct 16 and phase 3 has started and anticipated to spend full allocation by the end of 17/18.
21st Century Schools - Nursery Education Provision	65	0	(65)	0	(65)	All Nursery projects complete. Remaining budget used to supplement Demountables projects.
21st Century Schools - Welsh Medium Primary	0	19	19	0	19	Scheme complete, small overspend.
21st Century Schools - School Reorganisation - Lodge Hill New Build	500	165	(335)	(335)	0	Final design phase commenced with appointed contractor. Construction due to commence autumn 2017.
21st Century Schools - Welsh Medium Secondary School	10,298	12,547	2,249	2,249	0	Works ongoing with buildings expected to be handed over to NCC around March 2018 to enable fitout.
21st Century Schools - Capacity Building - Replacement of Demountable	1,180	976	(204)	(204)	0	Projects ongoing within this scheme.
Primary Place Challenge	313	313	0	0	0	Projects within this scheme have completed.
Duffryn - Additional Funding	2,000	22	(1,978)	(1,978)	0	Works ongoing as part of main project above.
Jubilee Park Primary FF&E	10	0	(10)	(10)	0	New scheme, to fit out new school being built by developer, due to open September 2017.
Schools Challenge Cymru	70	84	14	0	14	Scheme complete for 16/17.
Prior Year Scheme accruals	0	(13)	(13)	0	(13)	Retentions all paid.
Subtotal Education	19,048	18,797	(251)	(387)	136	
REGENERATION, INVESTMENT & HOUSING						
Gypsy/ Traveller Site Development	1,363	751	(612)	(612)	0	Scheme ongoing.
City Centre Redevelopment CPO Schemes	84	18	(66)	(66)	0	Remaining CPOs to be settled in 2017/18.
Renovation Grants (DFGs)	1,436	1,434	(2)	0	(2)	Scheme complete for 16/17, modest underspend.
ENABLE Adaptations Grant	187	187	0	0	0	Scheme complete for 16/17.
Vibrant & Viable places Grant	2,949	2,951	2	0	2	Year 3 projects completed other than 123-129 Commercial Street which is awaiting WG decision.
Asset Management	1,955	2,041	86	86	0	Annual allocation completed 16/17, some reverse slippage required.

Flying Start	19	(4)	(23)	(20)	(3)	Small NCC allocation to cover additional works to grant funded projects.
Flying Start Grant 16/17	909	909	(0)	0	(0)	Scheme substantially complete.
Rivermead MUGA Fence	80	59	(21)	0	(21)	Scheme completed during the year, some underspend.
Central Library Structural Safety Works	8	49	41	41	0	Reverse slippage required following expenditure higher than allowed for in previous reprofiling exercise.
Subtotal Regeneration, Investment & Housing	8,990	8,395	(595)	(571)	(24)	
PEOPLE & BUSINESS CHANGE						
IT System & Equipment replacement	709	400	(309)	(25)	(284)	Allocation for 2016/17 spent as required, future budgets reduced to reflect revised need.
Superconnected Cities Broadband Voucher Scheme	293	3	(290)	0	(290)	Scheme completed during the year, large underspend on this grant funded initiative.
Corporate EDMS Roll Out	12	0	(12)	(12)	0	Slippage requested, full spend anticipated in 17/18.
Implementation of HR Self Serve	85	0	(85)	(85)	0	Slippage requested to allow for review of outstanding options to conclude this scheme.
Preparatory Works Allocation	100	0	(100)	0	(100)	No schemes identified in 16/17.
Subtotal People & Business Change	1,199	404	(795)	(122)	(673)	
LAW AND REGULATION						
CCTV - 24/7 Team - Development of CCTV Monitoring Service	189	183	(6)	(6)	0	Scheme substantially complete, slippage required for final costs due early 17/18.
Subtotal Law & Regulation	189	183	(6)	(6)	0	
ADULT & COMMUNITY SERVICES						
Telecare Service Equipment	28	22	(6)	0	(6)	Scheme complete for 16/17, modest underspend.
Appliance/Equipment for Disabled	165	165	0	0	0	Annual allocation completed 16/17.
Substance Misuse Action Fund Capital Grant	589	671	82	0	82	Scheme complete for 16/17, 'overspend' relates to repayment of grant by 3rd party.
Prior Year Scheme accruals	0	31	31	0	31	No budget, all costs now paid.
Subtotal Adult & Community Services	782	890	108	0	108	
CHILDREN & YOUNG PEOPLE SERVICES						
YOS Move to Old Brynglas Hostel	55	54	(1)	0	(1)	Scheme completed during the year, modest underspend.
Subtotal Children & Young People Services	55	54	(1)	0	(1)	
STREETSCENE & CITY SERVICES						
Fleet Replacement Programme	1,200	623	(577)	(577)	0	Annual allocation completed 16/17.
Waste Disposal Site Finishing & Development Works	737	732	(5)	(5)	0	Scheme substantially complete.

Bus Station - City Centre Redevelopment	366	69	(297)	(297)	0	Delays on installing totems due to ground obstacles, due to complete early 17/18.
Development of Travel Plan (Simon Nichols)	26	26	0	0	0	Scheme complete.
Flood Risk Regulation Grant	73	75	2	2	0	Scheme complete for 16/17.
Pill - PAR	260	53	(207)	0	(207)	Scheme complete for 16/17.
Homefarm Drive - PAR	100	54	(46)	0	(46)	Scheme complete for 16/17.
Pye Corner Railway Station Development Works	26	0	(26)	(26)	0	Remaining money being used to treat Japanese Knotweed over next year, followed by landscaping.
Highways Local Government Borrowing Initiative	69	1	(68)	(68)	0	Scheme completing shortly.
Active Travel Northern Corridor	168	168	0	0	0	Scheme complete.
Active Travel South Central Corridor	65	77	12	0	12	Scheme complete.
Road Safety Grant - VASSs A48, Chepstow Rd, Catsash Rd	9	2	(7)	0	(7)	Scheme complete.
Highways Capitalised Maintenance (Annual Sums)	674	656	(18)	0	(18)	Annual allocation completed 16/17.
Hiswerry Recreation Ground Changing Rooms	43	35	(8)	(8)	0	Scheme ongoing.
Craig Ward Play Facilities	101	70	(31)	0	(31)	Scheme complete.
Maplewood Play Area	256	191	(65)	(65)	0	Scheme ongoing.
George Street/ Lower Dock Street Junction Improvements	97	22	(75)	(75)	0	Scheme ongoing.
Road Safety Grant - Duckpool Rd / Church Rd / Christchurch Rd Roundabout.	12	8	(4)	0	(4)	Scheme complete for 16/17.
Active Travel Mapping - Integrated Network Maps	11	11	0	0	0	Scheme complete for 16/17.
Waste Collection Collaborative Change Programme	734	735	1	0	1	Scheme complete for 16/17.
Langstone Community Hall	60	60	0	0	0	Scheme complete.
Sub total StreetScene & City Services	5,087	3,671	(1,416)	(1,118)	(299)	
TOTAL COST OF PROGRAMME	35,350	32,393	(2,957)	(2,204)	(753)	

APPENDIX B – Changes to the Approved 2017/18 Capital Programme

SCHEME	Original Approved 2017/18 Budget (Feb) £000's	Slippage Change £000's	New schemes approved £000's	Adjusted 2017/18 Budget £000's
EDUCATION				
STEP 4	247	-82		165
21C Schools - School Reorganisation - Lodge Hill New Build	3,518	335		3,853
21C Schools - Capacity Building - Replacement of Demountables	2,307	97		2,404
21C Schools - Ysgol Gyfun Gwent Is Coed / John Frost School	16,000	-2,249		13,751
John Frost School - Additional Funding	2,000	1,978		3,978
21C Schools - Special Sector Maes Ebbw	1,650	0		1,650
St Andrews Primary 3FE Works	0	174		174
Jubilee Park Primary FF&E	375	10		385
Basseleg School CCTV	0	0	50	50
High Cross Primary IT Refresh	0	0	28	28
Total Education	26,097	263	78	26,438
REGENERATION, INVESTMENT & HOUSING				
Gypsy Traveller Site Development	1,663	-151		1,512
City Centre Redevelopment CPO Schemes	66	0		66
Renovation Grants	1,436	0		1,436
ENABLE Adaptations Grant	0	0	187	187
Asset Management	1,664	-250		1,414
Central Library Structural Safety Works	320	-41		279
Flying Start	0	20		20
Market Arcade Townscape Heritage Scheme	0	0	191	191
Total R I & H	5,149	-422	378	5,105
PEOPLE & BUSINESS CHANGE				
Replacement of High Volume Printing/ Copying Machines	210	0		210
MFD Lease	0	0		0
IT Replacement Schemes	200	25		225
Corporate EDMS Rollout	9	3		12
Implementation of HR self-serve System	85	0		85
Members IT Refresh	0	0	44	44
Preparatory Works Allocation	100	0		100
Amount Reserved for Change & Efficiency Programme (Schemes tbc)	2,200	0		2,200
Total P & BC	2,804	28	44	2,876
LAW AND REGULATION				
CCTV Development	0	6		6
Total Law and Regulation	0	6	0	6

ADULT & COMMUNITY SERVICES				
Appliances/Equipment for Disabled	165	0		165
Telecare Service Equipment	30	0		30
Total A & CS	195	0	0	195
CHILDREN & YOUNG PEOPLE SERVICES				
Schemes yet to be determined	0	0		0
Total C & YP	0	0	0	0
STREETSCENE & CITY SERVICES				
Fleet Replacement Programme	1,500	577		2,077
Waste Disposal Site Finishing & Development Works	0	5		5
Bus Station - City Centre Redevelopment	0	297		297
Flood Risk Regulation Grant	0	26		26
Decommissioning of Public Toilets	20	0		20
Liswerry Recreation Ground Changing Rooms	189	-1		188
Maplewood Play Area	176	49		225
Highways Maintenance, Footways and Street Lighting	500	0		500
Highways LGBT	0	68		68
Pye Corner Development Works	26	24		50
George Street/ Lower Dock St Junction Improvements	0	75		75
Cemetery Infrastructure Improvements	0	0	184	184
Local Transport Fund - Active Travel 2017/18	0	0	1,049	1,049
Road Safety Capital 2017/18	0	0	4	4
Peterstone Sewage Scheme	68	0		68
Total Streetscene & City Services	2,479	1,120	1,237	4,836
TOTAL COST OF PROGRAMME	36,724	1,001	1,737	39,456



Report

Cabinet

Part 1

Date: 14 June 2017

Subject Report on Treasury Management covering the Financial Year 2016/17

Purpose To inform Cabinet of treasury activities undertaken during the financial year 2016/17.

Author Assistant Head of Finance

Ward General

Summary During the year to 31 March 2017, the Council continued to invest surplus funds with its own bankers (Santander), and institutions with long-term credit ratings in at least the 'A-' Category.

As at 31 March 2017, the Council has short-term investments of £2.30m, this was to invest surplus funds that had come into the Council on over a minimal timescale. Temporary borrowing has also continued to be required to fund normal day to day activities.

All borrowing undertaken was as expected, and within the Council's agreed limits.

Proposal Cabinet is asked to:

1. note the Annual Report on Treasury Management for the Financial Year 2016/17.
2. note that 2016/17 Prudential Indicators for Treasury Management were in line with those set by Council in February 2016 .
3. Note that these will require formal review and approval by full Council

Action by Head of Finance

Timetable For the periods indicated.

This report was prepared after consultation with:

- Treasury Advisors
- Head of Finance

Background

1. In June 2009 the Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Authority to approve a treasury management annual report after the end of each financial year.
2. This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.
3. The Authority has borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.
4. The 2016/17 Treasury Management Strategy was approved by the Council as part of the overall Medium Term Financial Plan and 2016/17 budget in February 2016 and can be viewed via the following link
<https://msmodgovdb01.corporate.newport/ieListMeetings.aspx?CIId=130&Year=0>.
5. This report presents the following information.
 - details of capital financing, borrowing, debt rescheduling and investment transactions
 - reports on the risk implications of treasury decisions and transactions
 - details the outturn position on treasury management transactions in 2016/2017
 - confirms compliance with treasury limits set and Prudential code

Annual Review Report 2016/17

Short and Long Term Borrowing

6. In recent years the Council's strategy has been to fund capital expenditure from reducing investments (its own surplus 'cash' balances) rather than undertaking more expensive new long term borrowing. This is because the rates achievable on the Council's investments are lower than the rates that would be payable on long term borrowing. As well as being a more cost-effective approach, using this strategy also minimises cash holdings which has some inherent risk attached to it.

In the shorter term, the Council's short term cash flow requirements are dealt with by short term loans when required. In any month, the Council is both a short-term investor and short-term borrower as it pursues its Treasury Strategy of maintaining low cash holdings, whilst holding off the need for long-term borrowing.

This last point is an important issue. There is an inherent need for the Council to 'borrow' more than it currently has because it has funded (from a perspective of having the 'cash') a capital programme over many years from 'borrowing' of funds/cash. Holding the amount of reserves it has – which is 'cash' backed - the Council has been able to pursue a strategy of using this cash as opposed to borrowing the cash – which is more expensive. Today, if the level of internal cash borrowing was converted to 'real' cash borrowing – it would cost c£3m - c£3.5m per annum in loan interest costs.

At this point, the Council's 'cash position' is finely balanced because, as said above, we are now both a s/t investor and borrower on a monthly short term basis. Therefore, the availability of pursuing this strategy is more limited as the level of the Council's 'internal borrowing' is very close to the level of our reserves i.e. the cash represented by the Council's reserves has been utilised.

7. Whilst the strategy minimises investment counterparty risk, the risk of interest rate exposure is increased as the current low longer term borrowing rates may rise in the future. The market position is being constantly monitored in order to minimise this risk.
8. As anticipated and mentioned above, the Council has had to undertake short-term borrowing in order to cover normal day to day cash flow activity. Total temporary borrowing of £185.8 million was raised during the year, of which with the exception of borrowing related to Queensberry, nil remained outstanding at the 31 March 2017.
9. As anticipated during 2016/17 the Council has also been required to maintain borrowing associated with funding of the approved loan to Queensberry Real Estates (Newport) Ltd (QRE). The borrowing associated with this loan is kept separate from the Council's other borrowing requirements as shown in Table 1. These loans are anticipated to be paid off via capital receipts in early 2017/18, therefore the Council is not required to make MRP charges to the revenue budget in relation to the Friars Walk Development loan as the Council's own borrowing in relation to this will be paid off in full.
10. A total of £146.13million of long-term loans were outstanding as at 31 March 2017, and there were a further £63.08million of short-term loans in relation to borrowing for Queensberry.

In addition to these 'real' borrowing levels, the Council was calculated as being c£87m 'internally borrowed' – which has been explained above. Over the medium-long term, this will need to be converted into 'real external borrowing'

11. Total borrowing has remained within the approved limits for external debt as shown in Appendix C and Table 1 to this report compares borrowings and investments as at 31 March 2016 and 2017, showing a decrease to net borrowing of £12.43million.
12. Appendix A summarises the loan debt activity for 2016/17. The key points to note are:
 - the average rate of interest on debt was 4.33% compared with 4.41% for the previous year.
 - Long-term loan repayments in 2016/17 totalled £1.299million.
13. During the year the value of the Council's LOBO money market loans has reduced to £30m due to a £5m LOBO with Barclays being converted to fixed rate borrowing at the same rate. No loans were called during the period. All £30m outstanding is subject to potential change of interest rates by the lender (which would automatically trigger a right to the Council to repay these loans) prior to the end of this financial year. Should a change of interest rate be requested, then it will be considered in detail and a decision on how we proceed will be made in conjunction with our treasury advisors.

Investments

14. As per the agreed strategy and mentioned above, the Council will be a short-term investor to maintain low cash balances as required, by 31 March 2017 these valued £2.60million due to funds received by the Council which were invested on overnight terms.
15. In August 2016 the Bank of England's Monetary Policy Committee (MPC) cut interest rates to an historic low of 0.25% (further details in Appendix B). Within this economic environment, the Council's approved Treasury Strategy remains to reduce investments (cash) held, rather than increase borrowing. This strategy was driven by the gap between investment rates of below 0.50% and borrowing rates of around 2%-4%.
16. The average interest rate achieved on the Council's short-term investments was 0.30%, this return is slightly above the base rate of 0.25%, which decreased from 0.5% during the year.

17. The Council held no long-term (more than 364 days) investments at 31st March 2017.
18. Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2016/17. Investments during the year included:
 - Deposits with the Debt Management Office
 - Deposits with other public institutions such as local authorities, police and fire authorities
 - Call accounts and deposits with banks and a single building society all considered systemically important to the UK banking system

Credit Risk

19. Counterparty credit quality was assessed and monitored with reference to credit ratings (the Authority's minimum long-term counterparty rating is [A-] across rating agencies Fitch, S&P and Moody's); for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
20. All of these factors were continually assessed and changes were made as needed to the Council's approved lending list by either suspending any institutions affected temporarily or permanently and/or by varying the amount and time limits for lending.

Summary of activities in 2017/18

21. As noted above, Treasury Management has operated in line with the approved Strategy set by Council in 2017/18 and the Treasury Management limits and targets set were complied with over the period.

Future Council borrowing requirements

22. Local Authorities measure their underlying need for long-term borrowing through their 'Capital Financing Requirement' (CFR), shown in Table 2. This takes into account the amount of planned capital expenditure that needs to be funded through borrowing, (as opposed to external funding - from cash grants, capital receipts or S106 contributions for example) irrespective of whether the borrowing itself is undertaken externally or through dis-investing. Due to the possibility of repayment of the Queensberry loan in 2017/18 the expenditure in relation to this is not included as part of the CFR.
23. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR) as shown in Table 2, while usable/cash backed reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. In essence:
24. we use our own cash to fund our underlying need to borrow to fund our capital programme as opposed to borrow money externally, therefore
 - We hold less cash (investment) than we should, in theory
 - We have less external borrowing than we should, in theory

The Authority had a slightly decreased CFR during 2016/17 of £279.1million, reduced from £282.0million in 2015/16 due to the capital programme and the on-going loan to Queensbury Real Estates (Newport) Ltd, but holds minimal investments and was therefore able to reduce borrowing slightly during 2016/17. During 2017/18 the proposed sale of the development will reduce the CFR significantly and dependent on timing of loan re-payments and capital receipts,

significant investments are likely to be required during the forecast period in Table 2. However, as shown in the table, there is an inherent need to borrow with new borrowing required during the next three financial years.

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 2 shows that the Authority expects to comply with this recommendation during 2017/18.

Table 1- Treasury Portfolio 2016-2017

31/03/2016		31/03/2017
£m		£m
	External Borrowing:	
(72.44)	Public Work Loan Board	(71.13)
(35.00)	Market Loans (Loans held with various Financial Organisations. Maturity dates range from 2042 – 2078)	(35.00)
(40.00)	Newport City Stock Issue (Bonds paying interest at 8.8% with a maturity date of 2019)	(40.00)
-	Temporary Borrowing	-
(72.97)	Queensberry Borrowing	(63.08)
(0.14)	Other Loans (IFRS)	-
(220.55)	Total Loan Debt	(209.21)
(49.51)	Other Long Term Liabilities (including PFI schemes)	(47.62)
(270.06)	Total External Debt	(256.83)
3.10	Investments Managed in house	2.30
(266.96)	(Net Borrowing) Net Investment Position	(254.53)

Table 2: Balance Sheet Summary and Forecast

- Gross CFR – This is calculated based on the Capital Assets held by the Council plus any planned additional capital expenditure during the year.
- Deferred Liabilities – This is calculated based on actual PFI Schemes and Finance lease liabilities, plus any planned new leases or schemes for each year.
- External Borrowing – This is calculated based on actual borrowing, plus any planned borrowing for each financial year.
- Useable Reverses – This is calculated based on actual reserve balances, plus any planned movements for each financial year.

	31.3.17 Actual £m	31.3.18 Estimate £m	31.3.19 Estimate £m	31.3.20 Estimate £m
Gross CFR	279.1	279.1	279.1	279.1
Less Other Liabilities	47.6	45.3	43.4	42.6
Revised CFR	231.5	233.8	235.7	236.5
Less: External borrowing *	-209.2	-146.3	-144.9	-103.4
Internal (over) borrowing	22.3	87.5	90.8	133.1
Less: Usable reserves	-107.2	-89.4	-86.5	-83.3
Less: Working capital	82.6	-2.3	7.7	7.7
Investments / (New Borrowing)	2.3	4.2	-12	-57.5

Forecasted External Borrowing	209.2	146.3	156.9	160.9
Forecasted External Investment	-2.3	-4.2	0	0

Sensitivity Analysis:

Increase in External Borrowing if CFR increased by £5m and reserves utilised by £5m more than modelled	N/A	10	10	10
Decrease in External Borrowing if CFR decreased by £2m and reserves utilised by £2m less than modelled	N/A	-4	-4	-4

Estimated increased interest and MRP charge due to increase in CFR as above**	N/A	0.90	0.9	0.9
Estimated decreased interest and MRP charge of decrease due CFR as above**	N/A	-0.36	-0.36	-0.36

** assumed interest @ 4% and asset life estimated at 20 years

As the Capital Programme and Medium Term Financial Plan (MTFP) from 18/19 have not yet been developed the assumption for the Capital Financing Requirement in the table above is for it to remain constant. This essentially means that the level of unsupported borrowing in the financial year to fund capital expenditure matches the current Minimum Revenue Provision (MRP) budget.

Table 2 above shows the impact the level of the authority's level of capital expenditure and use of our reserves has on borrowing. As the CFR increases and the level of reserves decreases, the level of cash the authority has to "internally borrow" is decreased; therefore there is the need to undertake more

external borrowing. This has the revenue impact of increased interest costs and increased level of MRP due to the increased amount of unsupported borrowing (shown in the sensitivity analysis above). In simple terms if future capital expenditure increases the level of unsupported borrowing the pressure on the MTFP will increase, and if it is lower savings will be available for the MTFP.

The table shows that the level of external borrowing is set to decrease from £209.2m in 2016/17 to £160.9m in 2019/20, although this is a decrease of £48.3m, this reduction is due to the maturity of loans in relation to Queensberry that will not require re-financing if there is a sale completion. There will not be revenue savings from this reduction in borrowing as there is offsetting interest income from the loan that we have provided to Queensberry which will also cease on sale completion.

This is an important aspect of future capital expenditure planning and treasury management strategy and will need to be analysed through the development of the future capital programme and MTFP.

Advisors

25. Arlingclose were the Council's treasury management advisors during 2016/17. In that period, the service provided by Arlingclose continued to meet the requirements of the tender and our expectations.

Prudential Code Indicators

26. Appendix C to this report summarises the prudential code indicators relevant to Treasury Management for 2016/17 as previously set and compares them to the actual position. The figures indicate that the Council was in compliance with all of the indicators in 2016/17.

Financial Summary

There are no cost implications 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?
Investment counterparty not repaying investments	High but depending on investment value	Low	The Council only invests with Institutions with very high credit scores. It employs advisors to monitor money market movements and changes to credit scores and acts immediately should things change adversely. The lower levels of funds available for investment will also alleviate the risk.	Head of Finance, Treasury staff, treasury advisors
Interest Rates moving adversely against expectations	Low	Low	Treasury advice is that base and short term Interest rates are expected to remain at current levels for a significant period and could possibly drop to nil. The Treasury strategy approved allows for the use of short term borrowing once	Head of Finance, Treasury staff, treasury advisors

			investment funds are exhausted to take advantage of these low rates.	
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

It is the Council's policy to ensure that the security of the capital sums invested is fully recognised and has absolute priority. The Council follows the advice of the Welsh Assembly Government that any investment decisions take account of security, liquidity and yield in that order.

Options Available

The Prudential Code and statute requires that, during and at the end of each financial year, reports on these matters are presented to members for consideration. Thus the only option available is to consider this report.

Preferred Option and Why

The preferred choice is to receive and note the contents of the report.

Comments of Chief Financial Officer

Comments of the Chief Financial Officer are those as detailed in the report.

The report confirms the Council operated in line with its Treasury Management Strategy approved by Council in 2017/18 and kept to its Treasury Management limits and targets.

The current financial year 2017/18 is the final year of its current capital programme and officers are working on the new 5 year programme which Cabinet will need to review and approve in due course. A key issue in that will be the requirement for the Council to fund capital expenditure from borrowing and the affordability of that and impact on the Medium Term Revenue budget. The extent of the Council's current 'internal borrowing' and the impact of this having to be converted into 'real borrowing' over the medium term will be key issues to bring into the 'affordability' challenge of the new 5 year programme.

Comments of Monitoring Officer

There are no legal implications. This annual Treasury Management Report is in accordance with the requirement of the Local Government Act 2003 and is consistent with relevant Chartered Institute of Public Finance and Accountancy Guidance, Treasury Management principles and the Council's Investment Strategy. The Annual report confirms that the Council's capital financing and investment activity in 2014/15 was in line with the pre-set Prudential Indicators and Treasury Management Strategy.

Staffing Implications: Comments of Head of People and Business Change

There are no human resources implications within the report.

Comments of Cabinet Member

N/A.

Local issues

There are no local issues from this report.

Scrutiny Committees

N/A

Equalities Impact Assessment

These proposals do not require Equalities Impact Assessment.

Children and Families (Wales) Measure

N/A

Consultation

As per report

Background Papers

Credit Rating Data received via Arlingclose

Report to Cabinet February 2016: Medium Term Financial Plan and 2016/17 budget

Report on Treasury Management for the period to 30 September 2016

List of Appendices

Appendix A – Loan Debt Activity 2016/2017

Appendix B – Economic Summary 2016/2017

Appendix C – Prudential Code – Review of 2016/2017 Treasury Management Indicators

APPENDIX A

LOAN DEBT AND INVESTMENT ACTIVITY 2016/17 FINANCIAL YEAR

Newport City Council Debt	Outstanding as at 01/04/16	Raised	Repaid	Outstanding as at 31/03/2017
	£000s	£000s	£000s	£000s
Public Works Loans Board	72,437	0	(1,299)	71,138
Market Loans	35,000	-	-	35,000
Stock Issue	40,000	-	-	40,000
Queensberry Borrowing	72,975	185,800	(195,700)	63,075
Other Loans (IFRS)	138	-	(138)	-
Total Long Term Loans	220,550	185,800	(197,137)	209,213

Temporary Debt	-			-
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Total Long Term and Temporary Debt	220,550	185,800	(197,137)	209,213
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Total Investments Administered Newport City Council	Outstanding as at 01/04/16	Raised	Repaid	Outstanding as at 31/03/2017
	£000s	£000s	£000s	£000s
ST Investments	3,100	412,940	(413,740)	2,300

ECONOMIC ACTIVITY REVIEW – 2016/17

Economic background: Politically, 2016/17 was an extraordinary twelve month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45th President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year. Article 50 of the Lisbon Treaty, which sets in motion the 2-year exit period from the EU, was triggered on 29th March 2017.

UK inflation had been subdued in the first half of 2016 as a consequence of weak global price pressures, past movements in sterling and restrained domestic price growth. However the sharp fall in the Sterling exchange rate following the referendum had an impact on import prices which, together with rising energy prices, resulted in CPI rising from 0.3% year/year in April 2016 to 2.3% year/year in March 2017.

In addition to the political fallout, the referendum's outcome also prompted a decline in household, business and investor sentiment. The repercussions on economic growth were judged by the Bank of England to be sufficiently severe to prompt its Monetary Policy Committee (MPC) to cut the Bank Rate to 0.25% in August and embark on further gilt and corporate bond purchases as well as provide cheap funding for banks via the Term Funding Scheme to maintain the supply of credit to the economy.

Despite growth forecasts being downgraded, economic activity was fairly buoyant and GDP grew 0.6%, 0.5% and 0.7% in the second, third and fourth calendar quarters of 2016. The labour market also proved resilient, with the ILO unemployment rate dropping to 4.7% in February, its lowest level in 11 years.

Following a strengthening labour market, in moves that were largely anticipated, the US Federal Reserve increased rates at its meetings in December 2016 and March 2017, taking the target range for official interest rates to between 0.75% and 1.00%.

Financial markets: Following the referendum result, gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. After September there was a reversal in longer-dated gilt yields which moved higher, largely due to the MPC revising its earlier forecast that Bank Rate would be dropping to near 0% by the end of 2016. The yield on the 10-year gilt rose from 0.75% at the end of September to 1.24% at the end of December, almost back at pre-referendum levels of 1.37% on 23rd June. 20- and 50-year gilt yields also rose in Q3 2017 to 1.76% and 1.70% respectively, however in Q4 yields remained flat at around 1.62% and 1.58% respectively.

After recovering from an initial sharp drop in Q2, equity markets rallied, although displaying some volatility at the beginning of November following the US presidential election result. The FTSE-100 and FTSE All Share indices closed at 7342 and 3996 respectively on 31st March, both up 18% over the year. Commercial property values fell around 5% after the referendum, but had mostly recovered by the end of March.

Money market rates for overnight and one week periods remained low since Bank Rate was cut in August. 1- and 3-month LIBID rates averaged 0.36% and 0.47% respectively during 2016-17. Rates for 6- and 12-months increased between August and November, only to gradually fall back to August levels in March, they averaged 0.6% and 0.79% respectively during 2016-17.

Credit background: Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. UK bank credit default swaps saw a modest rise but bank share prices fell sharply, on average by 20%, with UK-focused banks experiencing the largest falls. Non-UK bank share prices were not immune, although the fall in their share prices was less pronounced.

Fitch and Standard & Poor's downgraded the UK's sovereign rating to AA. Fitch, S&P and Moody's have a negative outlook on the UK. Moody's has a negative outlook on those banks and building societies that it perceives to be exposed to a more challenging operating environment arising from the 'leave' outcome.

None of the banks on the Authority's lending list failed the stress tests conducted by the European Banking Authority in July and by the Bank of England in November, the latter being designed with more challenging stress scenarios, although Royal Bank of Scotland was one of the weaker banks in both tests. The tests were based on banks' financials as at 31st December 2015, 11 months out of date for most. As part of its creditworthiness research and advice, the Authority's treasury advisor Arlingclose regularly undertakes analysis of relevant ratios - "total loss absorbing capacity" (TLAC) or "minimum requirement for eligible liabilities" (MREL) - to determine whether there would be a bail-in of senior investors, such as local authority unsecured investments, in a stressed scenario.

Appendix C

PRUDENTIAL CODE – REVIEW OF 2016/2017 TREASURY MANAGEMENT INDICATORS

The CIPFA Prudential Code covers the control of capital expenditure and Treasury Management issues. This report deals with the Treasury Management aspects of the Code. The Code requires actual outturn against the Indicators set under the Code to be reported to Council.

The Authority confirms compliance with its prudential indicators for 2016/17, which were agreed by Cabinet/Council in February 2016. The following lists each of the indicators and provides the actual position against each, with comments to explain any significant variation.

Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

	£million
Set in February 2016	280.6
Actual at 31 March 2017	279.1

Fixed and Variable Rate Limits

These indicators set upper limits that apply to the amounts outstanding on both fixed and variable interest rates. The indicators set and actual at 31 March 2017 were:

	Approved Limits for 2016/17 £/%	Maximum during 2016/17 £/%
Upper Limit for Fixed Rate Exposure	100%	100%
Compliance with Limits:		Yes
Upper Limit for Variable Rate Exposure	50%	0%
Compliance with Limits:		Yes

The indicators set upper and lower limits (expressed as a percentage) to the amount of borrowing the Council was prepared to have outstanding in various set periods. The following table shows firstly the levels set in February 2016 (updated December 2016) and then the actual position based on debt outstanding at 31 March 2017.

	Indicator Set		Actual
	Upper Limit %	Lower Limit %	%
Under 12 months	80	0	45
12 months and within 24 months	20	0	0
24 months and within 5 years	70	0	23
5 years and within 10 years	50	0	16
10 years and within 20 years	30	0	6
20 years and within 30 years	20	0	0
30 years and within 40 years	20	0	6
40 years and within 50 years	20	0	2
50 years and above	20	0	2

Upper Limit for Total principal sums invested for periods longer than 364 days

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

	Total £m
Indicator Set	100
Actual at 31 March 2017	0

Authorised Limit and Operational Boundary for External Debt

The Local Government Act 2003 requires the Authority to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached, unless Council authorises an increase to this limit.

The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included within the Authorised Limit.

The Authority confirms that there were no breaches to the Authorised Limit and the Operational Boundary during 2016/17 at the end of the financial year:

	Authorised Limit 2016/17 £000s	Operational Boundary 2016/17 £000s	Actual External Debt as at 31/03/2017 £000s
Borrowing	350,000	330,000	209,210
Other Long-term Liabilities	47,000	47,000	47,620
Total	397,000	377,000	256,830



Report

Cabinet

Date: 14 June 2017

Subject **Agreement on the protocol for Joint ventures monies between Welsh government and Newport City Council**

Purpose To seek approval for a protocol on spending the Joint venture monies that have been accrued between Welsh Government and Newport City Council. Over a number of years a selection of joint ventures (eg old Town Dock / Alacrity House) between the two organisations have been agreed which has led to a significant sums of monies being accrued. This report sets out a strategic process, so that monies can be spent.

Author Head of Regeneration Investment and Housing

Ward All Wards

Summary This report provides information on a protocol which will allow Newport City Council and/or Welsh Government to formally spend monies from the joint venture including revenue monies accrued from Alacrity House and Capital monies from Old Town Dock. The monies between both parties result from Newport Unlimited activities where it was agreed there would be a split on any income accrued within regeneration activities undertaken by (NU) Newport unlimited.

Proposal In order for Newport based economic regeneration projects to have access to the £2.6 Million accrued from Old Town Dock Development and Alacrity House Rent of £ 244,000 from the joint venture, there is a requirement to create an internal protocol, in order to satisfy our own audit requirements, but also Welsh government as a fund holder. It needs to be understood that Welsh Government have already committed to £150,000 for USW National Cyber Academy and £150,000 towards creating a digital hub that will come from the 2.6 million above. There is also further projects which may accrue profit (in the future) which we wish to capture within this proposal, these are:

- University Option land (south of campus)
- University Campus
- Land at Mission Court
- Land south of SDR
- Alacrity House – (further potential rental)

The order of this protocol:

External Arrangement

1. Cabinet approve the protocol
2. All funds would be spent on economic Regeneration activities within Newport, until such time as a new City Centre Masterplan is agreed.
3. A letter confirming Newport City Councils position is sent to Welsh Government to confirm this and agreement obtained from them in writing.

Internal Arrangement: Option 1

1. Approval sought from Infrastructure and Development Board / Welsh Government
2. Cabinet member report to the Cabinet Member for Housing and Regeneration setting out how it meets the City Centre Masterplan. (previously City centre economic regeneration)

Internal Arrangement: Option 2

1. Approval sought from Infrastructure and Development Board / Welsh Government
2. Cabinet report to be agreed by Cabinet setting out how it meets City Centre masterplan (previously city centre economic Regeneration)

Action by Head of Regeneration, Investment and Housing

Timetable Immediately

This report was prepared after consultation with:

- Head of Legal
- Norse
- Head of Finance
- Head of Regeneration, Investment and Housing
- Welsh Government
- Capital Finance Team
- Head of Law and Regulations
- Head of Finance
- Head of People and Business Change

Signed

1. Background

- 1.1 Newport City Council in partnership with Welsh government created Newport Unlimited in 2002. The organisation was in place to develop and deliver economic regeneration within the city for a 10 year period.
- 1.2 In order to achieve the aim of economic regeneration within the city a number of schemes were developed over the 10 year period.
- 1.3 Old Town Dock – is a mixed housing development in the ward of Pillgwenlly. The majority of the land and buildings were owned by Newport City Council, with a remainder of buildings needing to be bought. Once the land assembly was completed the opportunity was tendered to potential developers. As part of the agreed development 2.6 million was agreed as payment during the life of the scheme, the final payment is due in August 2017.
- 1.4 Alacrity House was rented as a business incubator Hub and to date has received net rent of £244,000 which is currently being held by the Council.
- 1.5 In future years there are parcels of land within the JV that could accrue profit, but the value and timings of these are unknown at this point and thus should be discussed at a later date.
- 1.6 To date no agreement has been reached by both parties on how and what the profit would be spent on.

2. Current Position

- 2.1 Welsh government have now approached Newport City Council (NCC) to agree a protocol, so that monies can be spent in Newport within a City Centre economic regeneration framework.

3. Financial Summary

- 3.1 See below the current capital receipts in relation to the JV, as highlighted in the report this is split 60/40 between Welsh Government and Newport City Council. The use of these receipts will be determined in the future as per this report.

Capital Receipts Held in relation to the JV	Balance b/f £	Receipts Received in Year £	Receipts Utilised in 2016/17 £	Balance c/f £
Balance b/f from 2015/16	609,376			609,376
Land at Old Town Dock receipt 2016/17		1,000,000		1,000,000
Total JV Receipts received	609,376	1,000,000	0	1,609,376
Anticipated receipt Land at Old Town Dock 2017/18		1,000,000		1,000,000
Total JV Receipts received and due				2,609,376

There is also revenue monies being held by the Council in relation to net rental received for Alacrity House, at the end of 2016/17 the value of this was c£244k.

4. 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?
Welsh government recall there 60% monies to be spent across Wales	L	L	Regeneration and Planning have been working closely with WG to agree a shared approach to these monies.	Keir Duffin Bev Owen
A protocol is not put forward by NCC	H	L	If NCC does not agree a protocol for Joint Venture monies there is an increased likelihood that WG would withdraw their element of profit accrued.	Keir Duffin Bev Owen
What if both parties cannot agree on the methodology of Economic regeneration within the city Centre and then City Centre Master plan as an assessment tool	H	L	NCC regeneration and Planning team have been working closely with WG on this and are confident that they are supportive.	Keir Duffin Bev Owen

5. Links to Council Policies and Priorities

5.1 20/20 vision / Newport Economic Strategy / City Centre Masterplan.

6. Options Available

6.1 To agree protocol 1

6.2 To agree protocol 2

7. Preferred Option and Why

7.1 Option 6.1 – To allow a more cohesive and time driven process around delivery.

8. Comments of Chief Financial Officer

8.1 As highlighted in this report, there are capital and revenue receipts which are being held by Newport City Council, in relation to a Joint Venture with Welsh Government. The use of these funds will need to be in agreement with Welsh Government. Subject to this agreement the use of these funds can be utilised to support the capital programme for future regeneration projects.

This report highlights the process in which the decision on the use of these will be made, further comment on the financial impact of specific proposals will be made when any proposal is put forward.

9. Comments of Monitoring Officer

- 9.1 The previous Joint Venture Agreement between the Council and Welsh Government has come to an end following the winding-up of Newport Unlimited. Therefore, there are a number of joint venture assets and capital receipts being held on behalf of the Council and Welsh Government. Under the terms of the previous agreements, most of these receipts are now held on trust for Welsh Government, as they are entitled to 100% of certain receipts and 60% in relation to other JV land and assets, based upon their previous financial contributions. The Council's individual share of the remaining JV joint receipts and assets is now much smaller. However, Welsh Government officials have now agreed to a further "pooling" of these remaining JV receipts and assets to ensure that the benefits can be ring-fenced and utilised for economic regeneration purposes in Newport. There are significant benefits to the Council in this arrangement as it would lever-in almost £3m of Welsh Government funding from the JV assets. Therefore, it is proposed that Cabinet agree to the JV receipts and assets being ear-marked and used for regeneration purposes in accordance with the preferred protocol agreed with Welsh Government officials. The preferred option is for Cabinet to agree to the establishment of this JV fund for regeneration purposes and in accordance with the City Centre Masterplan, once it has been formally agreed and adopted. The use of the JV funds for individual projects would then be subject to joint approval at officer level, through the Infrastructure and Development Board, and subject to this, they would need to be signed-off by the Cabinet Member for Housing and Regeneration and the Minister on behalf of Welsh Government. The use of this fund for regeneration purposes is in accordance with the Council's well-being powers under Section 2 of the Local Government Act 2000.

10. Comments of Head of People and Business Change

- 10.1 The joint venture capital receipts are a potential source of funding for the continued economic regeneration of the city centre, in a climate where capital funding availability is limited e.g. the current uncertainty over the future of the Vibrant and Viable Places programme. The Assessment of Local Wellbeing has indicated that city centre regeneration and business growth should remain a high priority in the forthcoming Local Wellbeing Plan. The agreement of a protocol with Welsh Government for the use of JV funds is supported.

11. Comments of Cabinet Member

- 11.1 I welcome the establishment of an agreed internal protocol for monies arising from the joint venture which will enable Newport City Council to invest these resources in economic regeneration within the City.

12. Scrutiny Committees

- 12.1 None undertaken.

13. Equalities Impact Assessment

- 13.1 Not affected.

14. Children and Families (Wales) Measure

- 14.1 Not affected.

15. Wellbeing of Future Generations (Wales) Act 2015

15.1 The Well-being and Future Generations (Wales) Act seeks to improve the social, economic, environmental and cultural well-being of Wales. Public bodies should ensure that decision take into account the impact they could have on people living in Wales, in the future. The 5 main considerations are:

- Long term: Funding regeneration schemes in the short term will enable the local economy to grow and sustain jobs and new housing in the longer-term, leading to a more prosperous and resilient Newport with cohesive communities and a more prosperous Wales.
- Prevention: Regeneration will prevent further decline in key parts of the City. Resultant new housing and job creation will help reduce housing need and unemployment rates leading to a more prosperous and resilient Wales.
- Integration: Improving the physical environment will make the City more attractive to investors and residents. Creating more jobs and housing will improve the well-being of Newport's residents by providing more equal job prospects and access to a range of housing. This will create more resilient and cohesive communities who are well served by suitable housing and employment opportunities.
- Collaboration: We work closely with other Council departments and external partners including Welsh Government to deliver regeneration priorities in Newport. This leads to a more prosperous and resilient Wales with more cohesive communities.
- Involvement: All the recommendations in this report fully support the findings of the recent Your Newport Survey. This helps develop a more prosperous, resilient Wales with sustainable and cohesive communities.

15.2 The proposal is in line with the Council's well-being objectives published in March 2017. Specifically, these proposals contribute to the following well-being objective:

"Promote economic growth and regeneration whilst protecting the environment"

16. Crime and Disorder Act 1998

16.1 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. This report does not have any implications on Section 17(1) of the Crime and Disorder Act 1998.

17. Consultation

17.1 Not applicable.

18. Background Papers

18.1 None



Report

Cabinet

Part 1

Date: 14 June 2017

Subject Work Programme

Purpose To agree the Cabinet's 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 is attached. This is, of course, a working document and will be subject to change.

The programme has been updated 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.

An updated work programme 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

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: 26 May 2017

Meeting	Agenda Items	Lead Officer	Next Council?
14-Jun-17	Improvement Plan Update	HP&BC	25 July 2017 (items listed below)
	Early Year End PI Analysis	HP&BC	
	Welsh Language Scheme - Annual Report	HP&BC	
	Equalities Plan - Annual Report	HP&BC	
	Capital Outturn	HoF	
	Revenue Outturn	HoF	
	Agreed Internal Sign Off Process for Welsh Government and NCC Joint Venture Monies	HRIH	
Work Programme	CDSO		
19-Jul-17	Director of Social Services Annual Report	SD - People	25 July 2017: Director of Social Services Annual Report; Pill PSPO; Strategic Equalities Plan Annual Report; Democratic Services Committee Annual Report.
	City of Democracy	CE	
	Newport Economic Network	CE	
	WAO Regulatory Fees	HP&BC	
	Budget Consultation and Engagement Process	HP&BC	
	Risk Update	HP&BC	
	Certificate of Compliance 1	HP&BC	
	WAO Action Plan	HP&BC	
	Revenue Budget Monitor	HoF	
	Capital Monitor and Additions	HoF	
Work Programme	CDSO		
13-Sep-17	Corporate Plan	HP&BC	26 Sept 2017: Scrutiny Annual Report; Standards Committee Annual Report
	Improvement Plan Year End Review	HP&BC	
	Improvement Plan Quarter 1 Update	HP&BC	
	Treasury Management	HoF	
	Work Programme	CDSO	
18-Oct-17	WAO Annual Improvement Report	HP&BC	28 Nov 2017 (items TBC)
	Risk Update	HP&BC	
	Final Year End Analysis of Pis (All Wales Data)	HP&BC	
	Revenue Budget Monitor	HoF	
	Capital Monitor and Additions	HoF	
	Work Programme	CDSO	
15-Nov-17	Education and Pupil Performance Data	CEdO	28 Nov 2017 (items TBC)
	Mid-Year Analysis of Pis	HP&BC	
	WAO Action Plan Update	HP&BC	
	Work Programme	CDSO	
20-Dec-17	Revenue Budget and Medium Term Financial Plan	HoF	30 Jan 2018 (items TBC)
	Improvement Plan Update	HP&BC	
	Certificate of Compliance 2	HP&BC	
	Work Programme	CDSO	
17-Jan-18	Risk Update	HP&BC	30 Jan 2018 (items TBC)
	Revenue Budget Monitor	HoF	
	Capital Monitor and Additions	HoF	
	Work Programme	CDSO	
14-Feb-18	Revenue Budget and Medium Term Financial Plan	HoF	27 Feb 2018 Budget
	Capital Budget	HoF	
	Treasury Management	HoF	

	Local Wellbeing Plan	HP&BC	
	Work Programme	CDSO	
14-Mar-18	School Categorisation	CEdO	24 April 2018 (items TBC)
	Improvement Plan Update	HP&BC	
	WAO Action Plan Update	HP&BC	
	Work Programme	CDSO	
18-Apr-18	Items TBC		24 April 2018 (items TBC)
	Work Programme	CDSO	
16-May-18	Items TBC		AGM 15 May - further dates TBA
	Work Programme	CDSO	