

# Agenda



## Cabinet

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Date: Wednesday, 15 November 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

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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 - 8)	
5	<u>Wales Audit Office Certificate of Compliance 1</u> (Pages 9 - 16)	All Wards
6	<u>Wales Audit Office Action Plan</u> (Pages 17 - 40)	All Wards
7	<u>Corporate Plan</u> (Pages 41 - 78)	All Wards
8	<u>September Revenue Budget Monitor</u> (Pages 79 - 98)	All Wards
9	<u>Capital Budget Monitor</u> (Pages 99 - 112)	All Wards
10	<u>Transporter Bridge: Heritage Lottery Fund</u> (Pages 113 - 122)	All Wards
11	<u>Education and Pupil Performance Data</u> (Pages 123 - 138)	All Wards
12	<u>Cabinet Work Programme</u> (Pages 139 - 144)	

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# Agenda

## Cabinet

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Dyddiad: Dydd Mercher, 15 Tachwedd 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 a M Whitcutt

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Eitem		Wardiau Dan Sylw
1	<u>Agenda yn Gymraeg</u>	
2	<u>Ymddiheuriadau am absenoldeb</u>	
3	<u>Datganiadau o fuddiant</u>	
4	<u>Cofnodion</u>	
5	<u>Swyddfa Archwilio Cymru: Tystigrif Cydmffurfio 1</u>	Pob Ward
6	<u>Swyddfa Archwilio Cymru: Diweddariad o'r Cynllun Gweithredu</u>	Pob Ward
7	<u>Cynllyn Corfforaethol</u>	Pob Ward
8	<u>Monitor Cyllideb Refeniw</u>	Pob Ward
9	<u>Monitor Cyllideb Gyfalaf</u>	Pob Ward
10	<u>Pont Gludo Casnewydd: Cronfa Dreftadaeth y Loteri</u>	Pob Ward
11	<u>Data ynghylch Perrfformiad Addysg/Disgyblion</u>	Pob Ward
12	<u>Rhaglan Waith</u>	Pob Ward

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# Minutes



## Cabinet

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Date: 18 October 2017

Time: 4.00 pm

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

In Attendance: W Godfrey (Chief Executive), B Owen (Strategic Director – Place), J Harris (Strategic Director – People), G Price (Head of Law and Regulation), M Rushworth (Head of Finance), R Cornwall (Head of People and Business Change).

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### 1 Minutes of the Last Meeting

The minutes of the meeting held on 13 September 2017 were confirmed as a true record.

### 2 Improvement Plan 2016-18: Quarter 1 Update

The Leader presented the Improvement Plan update for quarter 1 (April – June 2017).

The Leader highlighted that, as part of the new scrutiny structure and accountability arrangements in place, for the first time this report had been presented to the Scrutiny Committees for consideration before Cabinet. The Leader thanked scrutiny colleagues for their detailed consideration and comments, and highlighted some of the key points raised in the report and scrutiny comments:

- The overall rating for quarter 1 was Green – Good.
- Three objectives were rated as Amber – Acceptable as some actions and measures had deviated from the plan as some were falling short of planned targets. It was important that action was taken in quarter 2 to address underperforming measures.

#### IP1 Improving independent living for older people

- Cabinet noted the scrutiny comments and progress being made against this objective.

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

- Performance on this objective was rated as Amber – Acceptable. Cabinet noted the scrutiny comments and the reasons for missing this target which were set out in the report. Performance had fallen slightly short of the target, but this was in the context of being one of the best performing authorities in Wales for this measure. The percentage impact of this was also amplified due to the small numbers of cases involved.

### **IP3 Ensuring people have access to suitable accommodation**

- Performance on this objective was rated as Amber – Acceptable. Cabinet noted the scrutiny comments, the reasons for the variance and the actions being taken to improve performance.

### **IP4 City regeneration and development**

- Cabinet noted that the measures and actions this objective 4 had been amended following the end of Vibrant and Viable Places funding in March 2017.
- Cabinet noted the comments from scrutiny and welcomed the suggestion that the Performance Scrutiny Committee – Place and Corporate should monitor the implementation of the City Centre Masterplan once it had been adopted.

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

- Cabinet echoed the Scrutiny Committee's comments regarding the good progress being made towards this objective, particularly in relation to NEETs.
- Cabinet also shared Scrutiny's concerns regarding the potential risk of reduced funding in the future for this area as a result of the UK's withdrawal from the EU, and the impact that could have on the authority's excellent performance in this area.

### **IP6 Ensuring the best educational outcomes for children**

- Cabinet noted the Scrutiny Committee's comments, reiterating the importance of good attendance to both the academic achievement and overall welfare of pupils.
- Cabinet highlighted some of the initiatives helping to make progress on this objective, also congratulating staff on their success.

### **IP7 Increasing recycling**

- Cabinet noted the suggestions from the Scrutiny Committee, which would be explored further.
- Cabinet noted that the scrutiny review of the Waste Strategy would be concluding and reporting back soon.

### **IP8 Improving outcomes for youth justice**

- Performance on this objective was rated as Amber – Acceptable. Cabinet noted the reasons for the variance and the actions to improve performance.
- Cabinet noted the Scrutiny Committee's comments, and confirmed that the suggestion of a multi-agency discussion around the issues of youth justice would be taken forward to the Public Services Board as the most appropriate forum for future work in this area.

### **Decision:**

To note the progress made during the first quarter of 2017/18 regarding key actions and measures.

To agree that corrective action be taken to address areas of underperformance.

### 3 Performance Analysis: Year End Summary

The Leader presented the report, again highlighting that, as part of the new scrutiny structure and accountability arrangements in place, for the first time this report had been presented to the Scrutiny Committees for consideration before Cabinet. The Leader thanked scrutiny colleagues for their detailed consideration and comments.

The All-Wales Data Analysis referred to a small number of performance indicators which were submitted to Welsh Government annually for comparison between Councils. This data set was decided nationally and did not cover all of the Council's services.

The following positive achievements were highlighted:

- The performance gap between councils was closing, reflecting a general improvement across all councils in actual performance and service delivery.
- Newport had improved in 52% of its national measures and maintained performance in 12%; the Council had maintained a steady rate of improvement year on year which reflected the hard work and dedication of the council's employees in the face of continuing financial challenges and a growing population receiving a diverse range of services.
- Sickness levels for employees had continued to reduce reflecting a strong and committed workforce.
- We had listened to citizens' concerns around fly tipping in the city and had improved from being 16<sup>th</sup> to 3<sup>rd</sup> best in Wales to responding to reported incidents of fly tipping with almost 99% of reports being responded to within 5 days.
- We had met and exceeded the national target for recycling, showing our dedication to sustainable management of the city's waste for future generations.
- All our looked after children had left school with qualifications
- We had delivered disabled facility grants well within statutory timescales and are now the 6<sup>th</sup> best in Wales.
- We had continued to ensure that over 95% of food establishments were compliant with food hygiene standards.

Cabinet recognised that there were also negative conclusions in the report, with a high proportion of measures in quartile 4, and 32% of measures declining in performance. Cabinet noted the reasons for variances in performance, and highlighted that this was in the context of ongoing financial pressures and reducing budgets. Cabinet also noted the actions being taken corporately to increase focus on performance, including a new performance management strategy, accountability process, and monitoring system.

#### **Decision:**

To note the contents of the report.

4 **Work Programme**

The Leader presented the Cabinet Work Programme.

**Decision:**

To agree the proposed programme.

The meeting terminated at 4.50pm.





# Report

## Cabinet

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### Part 1

Date: 15 November 2017

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

**Purpose** To present Cabinet with the Certificate of Compliance issued by the Wales Audit Office (WAO) following an audit of the council's Improvement Plan 2016-18.

**Author** Head of People and Business Change

**Ward** All

### **Summary**

- As part of the programme of regulatory activity the Auditor General has issued the council with a Certificate of Compliance following an audit of the Improvement Plan 2016-18.
- This is the first of two certificates that the authority will aim to achieve in each financial year.
- The second certificate will be as part of the Assessment of Performance Audit and the council's arrangements to secure continuous improvement.

**Proposal** **Cabinet is requested to**

- Note the positive outcome of the Certificate of Compliance in relation to the council's Improvement Plan 2016-18

**Action by** Cabinet

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

### **Signed**

## **Background**

As part of the programme of regulatory activity the Auditor General has issued the council with a Certificate of Compliance following an audit of the Improvement Plan 2016-18.

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

Through this Certificate the Auditor General for Wales Certifies that:

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

### **Financial Summary:**

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

### **Risks:**

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

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

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

### **Options available:**

- A) To note the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the Improvement Plan 2016-18
- B) To disregard the Certificate

### **Preferred Option and Why:**

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

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

There are no direct financial implications arising from this report.

### **Comments of Monitoring Officer**

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

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

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

### **Comments of Cabinet Member**

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

### **Local issues**

None

## **Background Papers**

Improvement Plan 2016-18

Wales Audit Office Certificate of Compliance

Dated: October 2017

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**Reference:** 286A2017

**Date issued:** April 2017

## Audit of Newport City Council's 2017-18 Improvement Plan

### Certificate

I certify that, following publication on 28 March 2017, I have audited Newport City Council's (the Council) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

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

### Respective responsibilities of the Council and the Auditor General

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

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

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

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

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

## Scope of the Improvement Plan audit

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

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

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



**Huw Vaughan Thomas**

**Auditor General for Wales**

CC: Mark Drakeford – Cabinet Secretary for Finance and Local Government  
Non Jenkins, Manager  
Sara-Jane Byrne, Performance Audit Lead



**Cyfeirnod:** 286A2017

**Dyddiad y'i cyhoeddwyd:** Ebrill 2017

## Archwiliad o Gynllun Gwella 2017-18 Cyngor Dinas Casnewydd

### Tystysgrif

Rwyf yn ardystio fy mod i wedi archwilio Cynllun Gwella Cyngor Dinas Casnewydd (y Cyngor), ar ôl ei gyhoeddi ar 28 Mawrth 2017, yn unol ag adran 17 Mesur Llywodraeth Leol (Cymru) 2009 (y Mesur) a'm Cod Ymarfer Archwilio.

O ganlyniad i'm harchwiliad, rwyf o'r farn bod y Cyngor wedi cyflawni ei ddyletswyddau dan adran 15(6) i (9) y Mesur a'i fod wedi ymddwyn yn unol â chanllawiau Llywodraeth Cymru yn ddigonol i gyflawni ei ddyletswyddau.

### Priod gyfrifoldebau'r Cyngor a'r Archwilydd Cyffredinol

Dan y Mesur, mae'n ofynnol i'r Cyngor baratoi a chyhoeddi Cynllun Gwella sy'n disgrifio ei gynlluniau i gyflawni ei ddyletswyddau o ran y canlynol:

- gwneud trefniadau i sicrhau gwelliant parhaus wrth gyflawni ei swyddogaethau;
- gwneud trefniadau i sicrhau ei fod yn cyflawni ei amcanion gwella; a
- gwneud trefniadau i gyflawni ei swyddogaethau mewn modd sy'n sicrhau ei fod yn bodloni unrhyw safon o ran perfformiad a bennir gan Weinidogion Cymru.

Mae'r Mesur yn ei gwneud yn ofynnol i'r Cyngor gyhoeddi ei Gynllun Gwella cyn gynted ag sy'n rhesymol ymarferol ar ôl dechrau'r flwyddyn ariannol y mae'n ymwneud â hi, neu ar ôl unrhyw ddyddiad arall a bennir trwy orchymyn gan Weinidogion Cymru.

Mae'r Cyngor yn gyfrifol am baratoi'r Cynllun Gwella ac yn gyfrifol am y wybodaeth a geir ynddo. Mae'r Mesur yn ei gwneud yn ofynnol i'r Cyngor ystyried canllawiau a gyhoeddir gan Weinidogion Cymru, wrth baratoi a chyhoeddi ei gynllun.

Fel archwilydd y Cyngor, mae'n ofynnol dan adrannau 17 ac 19 y Mesur i mi gynnal archwiliad o'r Cynllun Gwella, ardystio fy mod i wedi gwneud hynny ac adrodd ynghylch a wyf o'r farn bod y Cyngor wedi cyflawni ei ddyletswyddau i baratoi a chyhoeddi Cynllun Gwella yn unol â'r gofynion statudol a eglurir yn adran 15 ac mewn canllawiau statudol.

## Cwmpas yr archwiliad o'r Cynllun Gwella

At ddibenion fy ngwaith archwilio byddaf yn derbyn, os yw awdurdod yn bodloni ei ofynion statudol, y bydd hefyd wedi cydymffurfio â chanllawiau statudol Llywodraeth Cymru yn ddigonol i gyflawni ei ddyletswyddau.

Ar gyfer yr archwiliad hwn, nid yw'n ofynnol i mi ffurfio barn ynghylch pa mor gyflawn neu gywir yw'r wybodaeth, nac ynghylch a oes modd cyflawni'r Cynllun Gwella a gyhoeddwyd gan y Cyngor. Bydd gwaith asesu arall y byddaf yn ymgymryd ag ef dan adran 18 y Mesur yn ystyried y materion hynny. Felly, roedd fy archwiliad o Gynllun Gwella'r Cyngor yn cynnwys adolygu'r cynllun er mwyn gweld a oedd yn cynnwys yr elfennau a bennir mewn deddfwriaeth. Euthum ati hefyd i asesu a oedd y trefniadau ar gyfer cyhoeddi'r cynllun yn cydymffurfio â gofynion y ddeddfwriaeth, ac a oedd y Cyngor wedi ystyried canllawiau statudol wrth baratoi a chyhoeddi ei gynllun.

Nid yw'r gwaith yr wyf i wedi'i gyflawni er mwyn adrodd a gwneud argymhellion yn unol ag adrannau 17 ac 19 y Mesur yn waith y gellir dibynnu'n gyfan gwbl arno i nodi pob gwendid neu bob cyfle i wella.



**Huw Vaughan Thomas**

**Archwilydd Cyffredinol Cymru**

CC: Mark Drakeford – Ysgrifennydd y Cabinet dros Gyllid a Llywodraeth Leol  
Non Jenkins – Rheolwr  
Sara-Jane Byrne – Swyddog Arweiniol Archwilio Perfformiad





# Report

## Cabinet

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### Part 1

Date: 15 November 2017

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

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

**Author** Chief Executive

**Ward** All

### Summary

- This update provides Cabinet Members with oversight of the council's progress against Recommendations and Proposals for improvement made by the Wales Audit Office during the Corporate Assessment review cycle which began in 2014/15.
- In their latest corporate assessment review, the WAO reduced the number of recommendations from 7 to 4, this shows that the council has improved despite continuing financial and legislative pressures.
- The council compiled an action plan to address the WAO' recommendations and proposals for improvement which was also presented to Cabinet in October 2016.
- This report is a quarterly update of progress made against the actions outlined in the council's action plan and actions planned for the next quarter. This enables Cabinet Members to consider whether actions remain appropriate to meet the recommendations and proposals for improvement, and to evaluate whether actions have been completed in a timely manner.
- New scrutiny arrangements are now in place and a number of the actions against the recommendations have now been completed.
- The council has made great progress in completing the planned actions reducing the number of outstanding actions from 17 to 5 in this quarter this is a result of new processes being developed and embedded.

**Proposal** Cabinet are requested to:

- Note the progress made towards meeting the recommendations and proposals for improvement and query any areas where progress has been delayed.
- Receive further quarterly monitoring reports on the progress towards meeting recommendations and proposals for improvement.

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

**Timetable** Immediate

This report was prepared after consultation with:

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

**Signed**

## **Background**

### **Corporate Assessment**

The Wales Audit Office carried out a full Corporate Assessment of the Council in 2013.

The full 2013 Corporate Assessment examined the council's capability to deliver its priorities and improved outcomes for citizen and identified 7 recommendations and a number of Proposals for Improvement.

### **Corporate Assessment Review**

During 2014/15 the Wales Audit Office reviewed the progress the council had made against the 2013 recommendations and proposals for improvement.

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

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

The 4 recommendations are summarised below, the outstanding actions are expected to decrease significantly following the agreed changes to the council's scrutiny arrangements.

Recommendations  (Note: reference numbers do not coincide due to recommendations closed by the WAO e.g. recommendation 3 has been closed)		Number of actions identified in initial action plan	Number of actions completed	Number of Outstanding actions
Recommendation 1	The Council should ensure that Members are routinely and transparently considering robust information at the earliest opportunity to enable them to inform, take, and challenge choices and decisions effectively, and ensure that decisions are recorded and reported transparently.	3	2	1
Recommendation 2	The Council should address with more urgency the weaknesses in its governance arrangements that underpin its decision making to support improvement. This would include: <ul style="list-style-type: none"> <li>strengthening committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up;</li> <li>reviewing and updating the Council's constitution ensuring that roles, responsibilities and accountabilities are clear, and that all Members understand and apply their respective roles in relation to each other without compromising independence;</li> <li>empowering Members to be more proactive and accountable for their roles and responsibilities;</li> <li>strengthening scrutiny arrangements to more effectively inform and challenge policies, options, decisions and actions, and hold Cabinet Members, officers, partners and others to account more robustly to drive an increased pace of progress and improvement; and</li> <li>strengthening and mandating member and officer development and learning programmes based on competency assessments to improve skills and understanding to enable them to undertake their roles more effectively.</li> </ul>	14	13	1
Recommendation 4	The Council must continue to develop its people management arrangements, to ensure it has the capacity and capabilities necessary to change and improve. In doing so, it should: <ul style="list-style-type: none"> <li>continue to develop its draft Workforce Plan and associated action plans by, for each action: allocating responsibility to an officer and setting a deadline for completion; and</li> <li>in the absence of a formal approach to 360-degree feedback for all</li> </ul>	12	11	1

<b>Recommendations</b> (Note: reference numbers do not coincide due to recommendations closed by the WAO e.g. recommendation 3 has been closed)	<b>Number of actions identified in initial action plan</b>	<b>Number of actions completed</b>	<b>Number of Outstanding actions</b>	
	staff, address manager inconsistency in carrying out appraisals and ensure all staff receive a constructive and developmental appraisal to support job performance.			
<b>Recommendation 5</b>	To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should: <ul style="list-style-type: none"> <li>• Enable Members to effectively challenge and scrutinise service performance:               <ul style="list-style-type: none"> <li>▪ ensure that meeting agendas allow for sufficient time for Members to focus on (broad) underperformance; and</li> <li>▪ provide training on effective challenge and scrutiny for Members.</li> </ul> </li> </ul>	6	4	2

## Accountability and Monitoring Arrangements

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

## Financial Summary

- There are no direct financial implications associated with this report

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Reputational risk to the council if future WAO Corporate Assessments show lack of progress.	H	L	An action plan to address each recommendation and proposal for improvement has been compiled and shared with the WAO. Progress made is monitored regularly to ensure that actions are carried out in a timely manner.	Chief Executive

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

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

## Options Available

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

## Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

## Comments of Monitoring Officer

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

## Comments of Head of People and Business Change

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

## Comments of Cabinet Member

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

## Equalities Impact Assessment and the Equalities Act 2010

Not relevant to this report

## Children and Families (Wales) Measure

Not relevant to this report

## Wellbeing of Future Generations (Wales) Act 2015

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

The Act places a duty on the public sector to:

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

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

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

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

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

## **Crime and Disorder Act 1998**

Not relevant to this report

## **Consultation**

Not relevant to this report.

## **Background Papers**

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

Cabinet Report "Corporate Assessment: Update on the Action Plan" (21/12/16)

Cabinet Report "Corporate Assessment: Update on the Action Plan" (24/04/17)

Cabinet Report "Corporate Assessment: Update on the Action Plan" (19/07/17)

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

Dated: October 2017



## Corporate Assessment Action Plan 2016/17 – Progress Update

### Appendix One

Completed actions are highlighted in grey

#### Recommendation 1

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

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Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.1	Chief Officers will view all decision making reports and conclude on whether they are of sufficient quality before submission to the decision making and scrutiny processes.	March 2017	Cabinet reports are received by SLT for consideration of content and quality before submission to the Cabinet cycle.	This is now embedded in the process, no further actions planned.	Chief Executive
1.2	Heads of Service will ensure that appropriate quality assurance processes are implemented within their service areas to ensure that reports are of an acceptable quality and standard before submission for inclusion in the decision – making or scrutiny processes	July 2017	Reports will be considered by Heads of Service before consideration by SLT and submission to the decision making or scrutiny process	To continue this process and assess its effectiveness	Chief Executive

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.3	All Cabinet, Cabinet Member and delegated officer decisions are properly recorded, including background information, options and reasons for those decisions, in accordance with the Council's constitution and legislative requirements. Minutes of Council and Committee meetings are also recorded accurately, approved at subsequent meetings and published in a timely manner. All decisions, background reports and minutes are published on the Council's web site, with a search engine to enable decisions to be tracked and easily found.	July 2017	The new template is now being used. An updated template has also been made available for reports to Scrutiny	Implemented	Head of Law & Regulation

## Recommendation 2

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

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	Pre-meetings are continuing for the new scrutiny committees. Chairing and questioning training delivered.	Implemented.	Head of Law & Regulation
2.2	To introduce an effective system for	By April	A new scrutiny committee	Implemented.	Head of Law

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the WFGA (Scrutiny AR Action 2)	2018	structure was agreed at this year's AGM, including a separate committee for partnership scrutiny. This Committee is now up and running.		& Regulation
2.3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	This has been implemented and is on-going.	Implemented	Head of Law & Regulation
2.4	To continue to develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training (Scrutiny AR Action 4)	Ongoing	Outcomes of the peer review with Caerphilly and Monmouthshire will be reported in the Scrutiny Annual Report. Further links with AIRs are being incorporated as the new work programmes develop.	Implemented	Head of Law & Regulation
2.5	To continue implementation of the Public Engagement Strategy agreed in 2015 (Scrutiny AR Action 5)	By April 2017	This has been implemented and is ongoing.	Implemented	Head of Law & Regulation
2.6	Cabinet work programmes are presented to each cabinet meeting	By April 2017	This has been implemented and is ongoing	Implemented	Head of Law & Regulation
2.7	The Democratic Services Committee are reviewing the various elements of the Constitution	Ongoing	This has been implemented and is ongoing	Implemented	Head of Law & Regulation
2.8	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	See 2.1 above	Implemented	Head of Law & Regulation
2.9	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	See 2.3 above	Implemented	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.10	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	See 2.1 and 2.8 above	Implemented	Head of Law & Regulation
2.11	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively (Scrutiny AR Action 6)	Meetings already diarised	New schedule of meetings to be arranged.	TBA.	Head of Law & Regulation
2.12	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building on the existing measures for service plan monitoring (Scrutiny AR Action 7)	By December 2017	We have introduced a new system for performance reporting, including scrutiny consideration.	Implemented	Head of Law & Regulation
2.13	To update and deliver the training and seminar programme for Members, including training to support: - Budget scrutiny - Performance scrutiny - Implementation of the Wellbeing of Future Generations Act (Scrutiny AR Action 8)	July 2017	Training for the new Committees is underway, and a report is being presented to Democratic Services Committee in November to start working towards the WLGA Member Development Charter.	Implemented	Head of Law & Regulation
2.14	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election. (Scrutiny AR Action 9)	July 2017	Programme implemented.	Implemented.	Head of Law & Regulation

## Recommendation 4

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

### Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
4.1	Creation of a workforce plan review group	February 2016	Completed		Head of People & Business Change
4.2	Publication of workforce plan	June 2016	Completed		Head of People & Business Change
4.3	Second version of workforce plan in place for 2016/17	June 2016	Completed		Head of People & Business Change
4.4	HR Business Partners to meet with Head of Service to discuss workforce objectives for 2016/17	June 2016 onwards	Completed		Head of People & Business Change
4.5	2016/17 objective for workforce planning set in both service planning and individual objectives	May 2016	Completed		Head of People & Business Change
4.6	Carry out self-assessment audit to assess current performance and	December 2016	Completed		Head of People & Business

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	identify future priorities				Change
4.7	Conduct enhanced training on workforce planning for all HR/OD officers	December 2016	Completed		Head of People & Business Change
4.8	Feedback to managers on quality of appraisals sampled	October 2016	Feedback provided on sample of appraisals		Head of People & Business Change
4.9	Options to review current processes are investigated to bring about technology in the PM cycle and modernise the system	July 2017	<p>Currently on a pilot for new performance management system to move to a continuous performance management process instead of an annual appraisal</p> <p>Pilot was conducted from January – March 2017 with a group of 100 employees across all service areas.</p> <p>Review of the pilot was successful and contracts have been agreed to implement full roll out across the Council.</p> <p>Sessions have been taking place with senior managers to explain the project and a full comms plan will come out to employees later in July</p> <p>Clear Review is now in full operation and has been rolled out to many service areas across the Council. We estimate to be fully rolled out by the end of September.</p>	<p>Make determination as to whether to proceed and roll out across the Council. Plan roll out of training and support to use the system</p> <p>Roll out is fully planned and has commenced with senior managers.</p> <p>Comms to staff will commence in July 2017.</p> <p>KPI will be amended to show % of successfully achieved objectives</p> <p>Reporting will start in October and HRBP's will work with Heads of Service on specific issues relating to their teams.</p> <p>Objective writing has already been identified as a barrier to</p>	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
				performance improvement and training will be sourced and provided to encourage better objective setting	
4.10	Review of Coaching for Performance course and recommendations made on future procurement	August 2016	Review undertaken and we will continue to run the course but add additional coaching support in the form of ILM qualifications	Implemented	Head of People & Business Change
4.11	Solutions identified to offer both coaching and mentoring ILM qualifications	August 2016	ILM in coaching and mentoring has been identified and a cohort of 14 managers signed up – this commenced January 2017	Implemented	Head of People & Business Change
4.12	Creation of action learning set network	October 2016	ILM in action learning sets identified and offered to managers but take up low at this point. Informal action learning set took place in one service area in November Focus will be on coaching at this time	Implemented	Head of People & Business Change



## Recommendation 5

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

## Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
5.1	New Performance reporting framework in place ensures more information is provided to scrutiny and Cabinet Members in a timelier manner.	Framework agreed by Cabinet and Scrutiny Chairs September 2016	This has now been implemented	No further action planned	Head of People & Business Change
5.2	New performance management system will allow information on performance to be more visible and readily available around the authority.	New System Implemented April 2016 Further development continues.	Further work has been carried out on the system by Performance Management Officer. Development plan in progress and further training has been rolled out. The system is now available across the council with users able to comment on performance that is relative to them.	The system is now implemented for performance management data  The system will continue to be developed for other areas	Head of People & Business Change
5.3	Exception dashboards and reports for service plans highlight key areas.	January 2017	Service plans will adapted to cover the same time period as the corporate plan with regular	A new reporting framework will be developed in conjunction with Scrutiny.	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			reviews of progress and content. This will ensure that the service plans support the delivery of the corporate plan and allow service areas to plan in the short and longer term.		
5.4	Performance reports that go to Cabinet now go to the Scrutiny Chairs for Information.	Framework agreed by Cabinet September 2016	This has now been implemented, detailed improvement plan Cabinet update sent to Scrutiny for information for Q1	No further actions planned, this will be ongoing.	Head of People & Business Change
5.5	Heads of Service have regular briefing meetings with Cabinet Members who in turn brief the Leader of the Council.	Framework agreed by Cabinet September 2016	Heads of Service have had regular briefing meetings with Cabinet Members. Cabinet Members then brief the Leader of the Council.	This is now embedded, no further actions planned.	Chief Executive
5.6	We have put in place a training and seminar programme for Scrutiny Members, and we have also introduced pre-meetings to improve the focus and challenge of Member questions. We are also developing the new induction programme for May 2017 which will include focus on effective challenge.	Systems in place and in ongoing development Induction programme from May 2017	<p>Induction programme delivered.</p> <p>We have changed the scheduling for performance information, so that monitoring of improvement objectives and other performance information is presented to scrutiny ahead of Cabinet, so that scrutiny comments are considered as part of the Cabinet process.</p> <p>A report will be presented to Democratic Services Committee in November to start working towards the WLGA Member Development Charter, which will review provision of all training and</p>	Working towards WLGA Member Development Charter.	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			support for Councillors, including for scrutiny.		

## Proposal for Improvement 1

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

## Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
1.1	The Action plan will be reported as a separate report in its own right; this will raise its profile with Members as it will be an agenda item.	The first report will go to cabinet on 17th October.	Cabinet have received the Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16.  The Quarterly update on progress against the Corporate Assessment Recommendations and Proposals for improvement is now considered by cabinet as a report in its own right.	No further action planned	Head of People & Business Change
1.2	The action plan will provide a more detailed update of progress made.	January 2017	The reporting process outlined in response to Recommendation 1 (ref 1.1 and 1.2) will ensure that sufficient detail is included.  The Quarterly update is now submitted to Chief Officers prior to submission to Cabinet to ensure that enough detail has been included.	No further action, this is now part of the process.	Head of People & Business Change

## Proposal for Improvement 2

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

### Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	<p>Newport is in the second quartile for sickness absence based on 2015/16 data, and is joint 7th based on the number of days lost per FTE. Our policy uses best practice of 7 calendar days for RTW's to be completed and whilst we do not achieve 100% submission, we do not believe that reducing the time frame will ensure greater submission response rates. However, we will look to move from a paper based system to an online one in an attempt to improve submission rates as we believe that completing paper documentation has a greater impact on delayed submission rates.</p>	September 2017	<p>We have rolled out People Manager on iTrent to managers in the organisation. We anticipate that this action will shorten the length of time to complete return to work interviews and will increase the percentage of returns within the timeframe.</p> <p>People Manager self-service in relation to sickness absence has been rolled out across the Council</p> <p>Newport continues to perform well nationally for sickness days lost and remains in the second quartile, above the Wales average.</p>	<p>Further consideration of the removal of the paper form and move to an online form.</p> <p>We have reviewed the option of moving to an online form, but are now considering removing the form entirely and building an iTrent screen for managers to log the detail of the RTW when they are closing the period of sickness in the actual RTW discussion with the employee – removing the form altogether. This should remove practically all late RTW completion providing managers are holding the RTW discussion at the same time as closing the sickness on iTrent</p>	Head of People & Business Change

### Proposal for Improvement 3

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

### Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
3.1	<p>Workforce planning has been a theme of the HR service plan for the last year and officers have been identified as leads for enabling workforce planning to become an integral function of the HR service. We have visited the Vale of Glamorgan, Swansea and RCT Councils to learn from their best practice and apply this knowledge at Newport. We intend to undertake the WAO self-assessment audit tool to review our progress and identify priorities for the future. Officers will be effectively trained on workforce planning There is a risk in terms of capacity within the HR/OD team as Newport has considerably fewer HR FTE than comparable Councils and priorities will need to be assessed accordingly.</p>	September 2017	<p>Workforce Plan 2016/17 published and all service areas have completed their template for the year with their workforce planning objectives identified. HR Business Partners are working proactively with Heads of Service to discuss their templates as part of normal business discussions and each member of the HR team has contribution towards the workforce planning progress report.</p> <p>A SHRBP has been allocated responsibility for promoting workforce planning with service areas.</p> <p>The actions required for progress with the workforce plan are contained within the People and Culture Strategy</p>	<p>Currently working on a longer term workforce plan for the organisation which will match up to the next People Plan – i.e. a 5 year plan for both</p> <p>The draft People and Culture Strategy has a workforce plan element contained within it and is with Cabinet Member and Head of Service for feedback. We intend to consult with the workforce on the strategy in the next quarter</p>	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
				We will be carrying out a workforce planning self-assessment exercise in the next quarter	

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# Report

## Cabinet

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### Part 1

Date: 15 November 2017

**Subject** Corporate Plan

**Purpose** To agree the Council's draft Corporate Plan following consultation with Scrutiny.

**Author** Chief Executive

**Ward** All

**Summary** The new corporate plan sets out what we intend to do over the next five years to Build on Success and Build a Better Newport, focusing on jobs and the economy, education and skills, fairness and equality, community safety and cohesion, the environment, transport, culture and social well-being.

This Corporate Plan sets out how we will do this and meet the statutory responsibilities set out in the Wellbeing of Future Generations Act. The draft plan is appended to the report and will provide the strategic context for the work of the organisation in the coming years.

The plan includes the Council's Well-being objectives which were previously agreed by Cabinet and published in March.

The Corporate Plan forms part of the Council's Policy Framework. As such it the appropriate Scrutiny Committee has been consulted and their comments are included below along with management responses for consideration by Cabinet.

The Corporate plan sets the vision and direction for the council over the coming years and as such will need to be formally approved and adopted by full Council.

The Corporate Plan will be underpinned by the development and delivery of a comprehensive change programme which will align with the time frame of the corporate plan.

**Proposal** To agree the Corporate Plan and recommend it to Council

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

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors (People and Place)

- Heads of Service
- Leader of the Council

**Signed**

## Background

The previous Corporate Plan was agreed in 2012 with a commitment to a Caring, Fairer, Learning and Working, Greener and Healthier, and Safer City. Despite a period of austerity for local government services, the administration has ensured careful management to ensure that these promises were met.

The new corporate plan sets out what we intend to do over the next five years to **Build on Success and Build a Better Newport**, focusing on jobs and the economy, education and skills, fairness and equality, community safety and cohesion, the environment, transport, culture and social well-being.

This Corporate Plan sets out how we will do this and meet the statutory responsibilities set out in the Wellbeing of Future Generations Act.

## Delivering the Corporate Plan

The intended outcomes agreed in the plan set the key priorities for the Council. The Wellbeing of Future Generations Act was introduced in 2016 and aims to help create a Wales that we all want to live in, now and in the future. To give current and future generations a good quality of life we need to think about the long term impact of the decisions we make. The council has set its Wellbeing Objectives and they are included in this plan because they form part of the council's vision for the future.

As outlined in the document attached the plan should not be viewed in isolation; it makes up part of the strategic planning map or 'golden thread' that integrates the plans and strategies of the council. The corporate plan sets the vision and direction for the council and sits below the Wellbeing Plan which is agreed in collaboration with partners. The strategic direction flows down from the corporate plan; the actions to deliver the vision flow up from individuals whose every day work contributes to the performance and delivery of the vision.

This plan has been produced at a time of significant financial challenge within the public sector, the workforce and budgets must be carefully planned and managed to ensure that we can deliver what we have set out to do; this is done within each service area in their service plans. The Corporate Plan will be underpinned by the development and delivery of a comprehensive change programme which will align with the time frame of the corporate plan. The actions planned by service areas will contribute to the delivery of the corporate plan, service plans are set in conjunction with cabinet members and scrutiny committees to ensure oversight and accountability for the delivery of the actions.

The council is also operating at a time of great political and legislative changes, it is important that through risk management and well thought out strategic planning the work of the council continues to provide improved outcomes for citizens and communities. The council also works to ensure compliance with the current legislation and any changes that may occur, in order to do this the council works closely with the Wales Audit Office who are the main regulator for the council.

The plan sets out clearly our priorities and demonstrates our commitment to improving social, economic, environmental and cultural well-being and developing plans through the sustainable development principles – long term, integration, collaboration, involvement and prevention.

## Monitoring the Corporate Plan

The arrangements for monitoring the plan are as outlined in the draft attached.

As the plan spans more than one year, it will need to be reviewed regularly to adapt to ongoing changes and to ensure that it remains relevant to changing national priorities. An annual statement of progress made against the objectives set will be presented to members and senior officers and published so that it can be shared with all employees and members of the public.

## Staffing issues

There are no staffing issues arising from this report.

## Financial Summary

There are no new financial implications from the production of the Corporate Plan. The actual plan itself will set the direction for the Council and should influence the allocation of resources, both capital and revenue.

## Risks

The Corporate Plan contains reference to risk and in order that the Plan is effective and provides clear direction, risks need to be managed. This ensures that strategies that contribute to the overall ambitions of the Council are aligned and that communities have confidence in the Council's ability to deliver quality services and support people.

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 taken forward as the strategic direction for all service provision.	Medium	Low	Services will be engaged in the implementation of the plan, which will form the basis of all Council strategy.	Chief Executive
That the corporate plan does not meet the requirements of the Wellbeing of Future Generations Act.	Medium	Low	Well-being objectives previously agreed are reviewed in the draft Corporate Plan 2017 and will be monitored along with the improvement objectives.	Head of People and Business Change

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

The Corporate Plan is the overarching Plan of the organisation which informs the direction of all other policies and programmes.

The Wellbeing of Future Generations Act is about improving the social, economic, environmental and cultural wellbeing of Wales. The plan will need to ensure that the Council meets the development of the Wellbeing Objectives as adopted within the Plan.

## Options Available and considered

Option 1 – to approve the draft Corporate Plan and recommend it to Council

Option 2 – to propose amendments to the Corporate Plan

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

There are no direct financial implications arising from this report. However any costs arising from the implementation of elements of the actual plan itself would need to be reviewed and the impact on budgets assessed as required.

Future budget strategy and MTFP proposals will need to have a clear link to the outcomes and priorities set out in the Corporate Plan.

### **Comments of Monitoring Officer**

There are no specific legal issues arising from the report. The draft Corporate Plan sets out the Council's strategic vision for the next 5 years and how it intends to discharge its responsibilities under the Well-being of Future Generations (Wales) Act 2015 and meet its well-being objectives. The Corporate Plan will provide the strategic framework for service planning, delivery and improvement throughout the term of the current Council, although it needs to be a dynamic document and subject to periodic review. The Corporate Plan forms part of the Council's Policy Framework and, in accordance with the requirements of the Constitution, will need to be formally approved and adopted by full Council.

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

There are no staffing issues arising directly from this report. However, the draft plan includes a section, "Motivated, capable and engaged workforce", which recognises that the Council needs a motivated workforce, and effective and enabling internal support functions to deliver its ambitious plans for the future and outlines how this will be achieved. Detailed staffing implications will be identified and commented on fully through the service planning framework.

The report notes that the Council's well-being objectives are part of the basis of the new Corporate Plan. The Council's full Well-being Statement is also included in the Plan. This is important for demonstrating how the Council has taken account of the well-being goals for Wales and the sustainable development principle and plans to meet its obligations under the Well-being of Future Generations (Wales) Act 2015.

The Corporate Plan will need to be underpinned by the development and delivery of a comprehensive change programme which will align with the time frame of the corporate plan.

Specific actions for Health and Wellbeing for the Council's workforce will be part of the People and Culture strategy.

### **Local issues**

Not applicable.

### **Scrutiny Committees**

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

The draft corporate plan has been submitted to the Performance Scrutiny Committee – Place and Corporate for consideration, the table below shows the scrutiny comments and the management response.

## Comments to the Cabinet

The Committee agreed to make the following comments to the Cabinet on the Corporate Plan:

Scrutiny Comments	Response
<p>a) It was noted that the Draft Corporate Plan is a well presented, readable document, and the Committee noted the intention to route the Plan in activities that the Council does, and what sits behind these actions.</p>	<p>These positive comments are appreciated, it is reassuring that the plan has been received as intended.</p>
<p>b) The Committee Members expressed concerned about how easily this document could be monitored. This document should be a stand-alone document that needs to contain sufficient information about how the plan will be achieved in order to ensure that progress in over the next 5 years can be measured. This should include:</p> <ul style="list-style-type: none"> <li>• Additional information underpinning the 20 pledges such as the relevant headline performance indicators, the timescales for the phasing of the implementation of, the actions, and an indicator of what the next steps would be in moving the actions forward.</li> <li>• Further explanation on how the plan fits together with the other key documents, within the Council, particularly how they will be used to monitor and measure the, achievement of the pledges.</li> <li>• For the example of the actions associated with the market, it was suggested that more information was needed to articulate the longer term vision for the market, and the city centre as a whole.</li> </ul>	<p>This will happen in the service plans which will provide the delivery mechanism for the corporate plan. Service plans will be reviewed at the mid-year point and at the year-end to ensure that progress is monitored and any deviation from the planned outcome is mitigated.</p> <p>Progress made against the Corporate plan will be reported annually.</p> <p>The corporate risk management process and risk register also help to identify any risks that may potentially impact on the delivery of the corporate plan and provide mitigating actions; this is updated on a quarterly basis and presented to Cabinet and Audit Committee.</p> <ul style="list-style-type: none"> <li>• More information has been added for the 20 commitments however the intention is for further detail to be defined in service plans and, where applicable, fully detailed business cases to be presented to members and to be subject to public consultation as appropriate.</li> <li>• The pledges will be incorporated into service plans and will form the basis for business cases.</li> </ul> <p>The corporate plan will also be underpinned by the change programme which will also be monitored on a regular basis via existing governance arrangements.</p> <p>Service plans are being revised to reflect the 5 year period of the corporate plan, service plans are monitored on a six monthly basis to ensure that actions are on track and to detail mitigating actions for those that are not on track.</p> <ul style="list-style-type: none"> <li>• Again more detail will be incorporated into service plans and other strategies that will set the vision for further development within the city.</li> </ul>

Scrutiny Comments	Response
c) Members noted that that there was no reference to the development of a safe and vibrant night time economy within Newport within the Plan, and suggested that this should be included as it impacted upon the vibrancy of the city centre.	As above, more detail will be incorporated into service plans and other strategies that will set the vision for further development within the city.
d) It would be beneficial to include consistent references to the role of collaborative working within the Plan, particularly how Council will be working with its partners to achieve the 20 pledges. The Committee were advised by Officers at the meeting collaboration underpinned all of the action; Members suggested that this needed to be made clearer in the plan.	More clear reference to collaborative working has been included, it is also important to note that collaboration is also detailed in the Single Integrated Plan which will be replaced by a Wellbeing Plan; this is to be agreed by the Public Services Board.
e) Members commended the focus on preventative actions within the Plan, and the emphasis on improving how the Council engages with communities. Members emphasised the need to ensure that the implementation of these actions were done consistently and thoroughly throughout the organisation, to be able to deliver what is set out in the plan.	Noted; through peer reviews of service plans and business cases as well as public engagement and the internal decision making process this should drive consistency and quality in the implementation of actions.
f) With regard to the city centre development pledges, it was noted that it was important to engage with the communities within the wards as well as those living within the city centre. To understand the impact of and changes to the city centre to the whole of Newport, and to understand how the Council can encourage people from the suburbs to utilise the city centre.	Noted

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

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

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

Not applicable

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

The proposal ensures our continued compliance with the Wellbeing of Future Generations (Wales) Act 2015 by ensuring that the Well-being Objectives published in March form part of the basis of new the Corporate Plan.

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

Not applicable

### **Consultation**

Comments received from wider consultation have been incorporated in the development of the report and wellbeing objectives.

### **Background Papers**

Cabinet Report Wellbeing Objectives

Dated: 8 November 2017

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**Building on Success**

**Building a Better Newport**

**Newport City Council Corporate Plan 2017 to 2022**

## Introduction by the Leader of the Council

In our 2012 Corporate Plan we promised you that we would create:

A Caring City; A Fairer City A Learning and Working City; A Greener and Healthier City and a Safer City.

We've kept our promises within the harshest of economic times for Local Government and with careful management by my administration we have managed to protect frontline services in social care and education; addressing the diverse needs of all of our people through rigorous examination of our work by the Fairness Commission and public sector regulators, all of whom have given the services run by Newport City Council positive ratings including those by the external regulator at the Wales Audit Office.

We've seen our schools produce some of the best results they have ever achieved. We are building new schools and redeveloping others. We have increased opportunities for businesses and work in the city including beginning the transformation of the city centre with the Friars Walk development. We've restored the "Pride in Newport" waste and litter programme and established zero tolerance initiatives for fly tipping throughout the city. We've worked with our partners in the Public Services Board to address issues of antisocial behaviour and crime across the city. All of our work and decisions are open to public inspection and are recorded in the public realm and what we have done is there for all to see.

With power comes responsibility and that is what this administration in Newport has shown in the past, in the present and will continue to do so in the future. How will we do this? We will put our values of economic success and social justice at the heart of our work which we believe are the values shared by most people in our city.

The details of what we intend to do over the next five years are set out in this new corporate plan where we will **Build on Success and Build a Better Newport**, focusing on jobs and the economy, education and skills, fairness and equality, community safety and cohesion, the environment, transport, culture and social well-being. In our manifesto we committed to a WORKING NEWPORT, a LEARNING NEWPORT, a FAIRER NEWPORT, a SAFER NEWPORT, a more SUSTAINABLE NEWPORT, a VIBRANT NEWPORT and the FUTURE of NEWPORT. This Corporate Plan sets out how we will do this and meet the statutory responsibilities set out in the Well-being of Future Generations Act.

Whilst we continue to serve the city and people of Newport within the context of on-going austerity we also need to be positive about the future and be ambitious in our plans. That is the leadership and focus this great city deserves. Within our Corporate Plan we detail the things we will do over the course of this Administration in our '20 by 2022' commitments. Delivery against these commitments will ensure we move Newport forward, building on what we have achieved in order to **Build a Better Newport**.

Cllr Debbie Wilcox | Leader of Newport City Council



## **Preface by the Chief Executive of Newport City Council**

As Chief Executive my role is to ensure that all our staff and service providers have the principle of 'improving people's lives' at the very core of the work that they do – whether they work in refuse collection, social care or democratic services. We need to continue doing that whilst we face year-on-year reductions in our council budget and having already made savings of £45m over the past five years. Despite these challenges we have continued to develop and deliver high quality services, including:

- Building a new Welsh medium secondary school - Ysgol Gyfun Gwent Is Coed, scheduled to open in September 2017.
- Development of a new school to accommodate pupils with Autistic Spectrum Disorder. This will be the first in the city and the specialist resource will provide pupils aged between 3-19 with specialist provision and structured teaching.
- Taking the innovative step of borrowing £90 million to lend to Queensberry Real Estate to ensure the Friars Walk retail and leisure scheme was able to progress as quickly as possible. A shining example of partnership work between the public and private sector, Friars Walk has attracted lots of praise and even awards.
- Funding of nearly £60m including almost £15m from Welsh Government for the vibrant and viable places (VVP) programme, has made a real difference with many landmark buildings in the city centre transformed
- Introducing a Business Development Fund in 2016 to help new businesses start up in Commercial Street and High Street and bringing a pop up business school to Newport Market resulted in 37 new businesses being started.
- Agreeing to be part of the Cardiff Capital Region City Deal programme, which will see £1.2bn invested in the regional economy. City Deal will help boost economic growth in 10 local authority areas, including Newport, by improving transport links, increasing skills, helping people into work and giving businesses the support they need to grow.
- Welsh Government national categorisation for primary schools in 2017 saw Newport come out on top in Wales: more than 52% of our primary schools are ranked green and 93% are within the green and yellow categories combined.
- Launching Fake Free Newport which aims to make the city free of fake and counterfeit goods and services.
- Securing the first round of Heritage Lottery funding to revitalise Market Arcade and we are progressing plans to breathe new life into the shopping thoroughfare.

- Continuing to progress towards achieving dementia friendly city status working alongside Newport Public Services Board.
- Our Education Service was one of only four in Wales to be rated good by education inspectors Estyn with our schools producing some of the best results they have ever achieved.

There are a number of projects on the horizon that we are looking forward to with confidence and Newport really is in the midst of some game-changing developments. Projects include the building of the £80m International Convention Centre Wales which is due to be completed in 2019 and as well as creating 250 jobs, will again raise the profile of the city, particularly in the world of international business and events while investment of £38m committed for a semiconductor plant could create 2,000 skilled jobs in Newport.

We are embracing the Well-being of Future Generations Act (Wales) 2015 and will be working to ensure we maximise our contribution to the Well-being objectives and working together with our partners on the One Newport Public Services Board to deliver the Well-being Plan for our city.

We are committed to listening to the views of all our residents and partners and will have an extensive programme of consultation and public engagement during the life of this corporate plan. We encourage as many people as possible to sign up to the Involve Newport, the Citizens Panel and to make a reality of Newport: A City of Democracy. To join the Panel visit the One Newport website: [www.onenewportlsb.newport.gov.uk](http://www.onenewportlsb.newport.gov.uk)

**Will Godfrey** | Chief Executive

A handwritten signature in black ink that reads "Will Godfrey". The signature is written in a cursive style with a long, sweeping tail that extends to the right.

## About Newport

Newport is a coastal city, covering a geographical area of just over 84 square miles. It has an urban hub with an extensive rural hinterland and is home to one of Wales' most diverse and multi-cultural populations.

The city's natural and heritage assets are significant: from the flagship Wetlands Reserve and beautiful rolling countryside to Roman Caerleon, Tredegar House, the iconic Transporter Bridge and important links to Chartism and the history of British democracy. Our Council works continually to protect, enhance and promote these wonderful assets.

Newport gained city status in 2002. Since then, one of the largest regeneration projects in the UK has delivered huge transformation, culminating in the opening of the Friars Walk retail and leisure complex in 2015. In recent years, landmark buildings have been brought back into use, creating new homes and commercial space in the city centre. The riverfront has been transformed with new housing developments.

We now have a university campus in the city centre and hope to combine this with a new further education campus to create a Newport Knowledge Quarter that offers joined up educational pathways and support for local business.

Our council's plans for ongoing regeneration will be brought together in our City Centre Masterplan which we will publish in 2017/18.

Newport has also developed an international profile, having hosted world class business and sporting events: the NATO Summit in 2014 and the Ryder Cup in 2010. Our ambition is high and we look forward to attracting more significant events when the Wales International Convention Centre opens at the Celtic Manor Resort.

Newport is a vibrant, forward-thinking city steeped in a rich industrial heritage we have lost some of our core industries, but the city has proved that it can re-establish and adapt itself as a centre of modern industry and commerce, particularly in areas such as technology, finance, professional services and the government sector. The new City Regional Deal offers huge potential for the city's future economic growth.

While areas of poverty and deprivation exist across the City, our council and its partners are working with local communities to understand the differing issues and identifying priorities. There is a focus on meeting the requirements of those residents most in need and communities that are most disadvantaged and at risk, ensuring that all our citizens can be more optimistic to the future. The financial challenge and Well-being of Future Generations Act will require us to think differently in the future, considering how we can work in partnership with other organisations, to work in a way that is joined up and prevents future problems.

## Achievements in 2016/17



**8,038**  
per 1,000 population  
Visits to Sport  
and Leisure Centres



**98.65%**  
Response rates for  
removing reported  
fly tipping incidents

94.5% Attendance at Primary Schools



**93.3%**  
Attendance at  
Secondary Schools



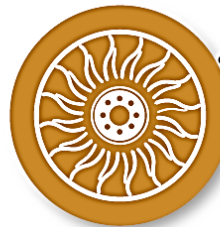
**1200**  
*new jobs*  
created through WBLA and  
the VVP programme including  
the opening of Friars Walk



**278**  
the lowest number  
of looked after children  
at the end of 2016/17  
for 7 years



**c.£97m**  
of private investment  
into Newport City Centre



**Secured**  
Heritage Lottery funding  
for the regeneration  
of the Market Arcade

About our council



**6000**  
Council Staff  
(including schools)



**50**  
Councilors



**44%**  
of Cabinet Members are  
female making Newport  
one of the top in Wales



**57**  
Schools including  
4 Welsh Medium



**13k**  
Twitter Followers



**10,247**  
Facebook Likes

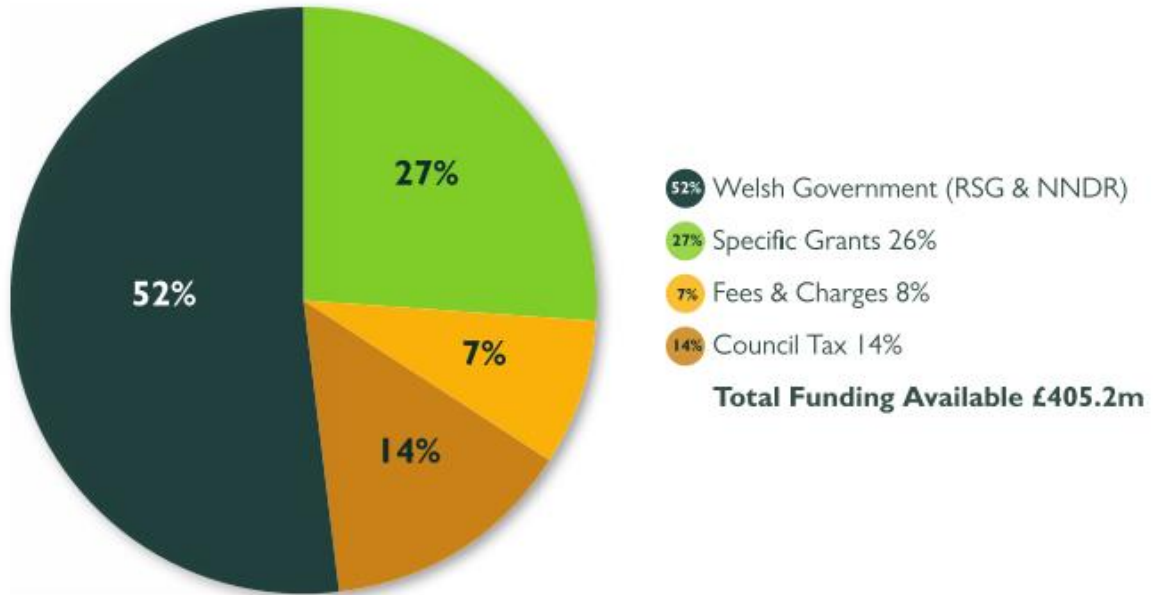


**149,148**  
Residents

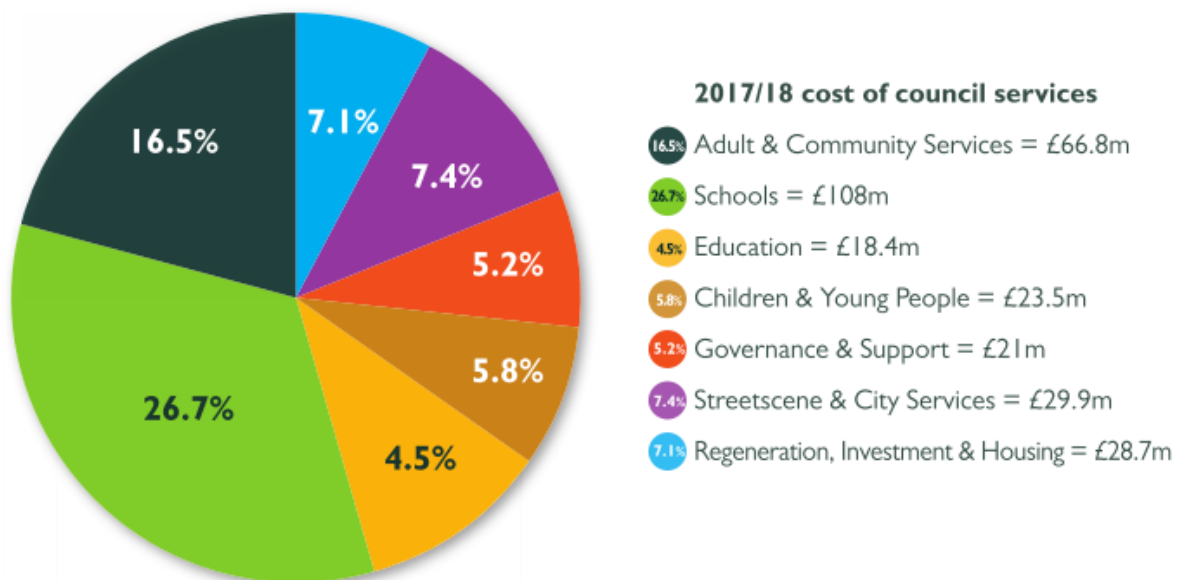


**653km**  
Highway Network Length

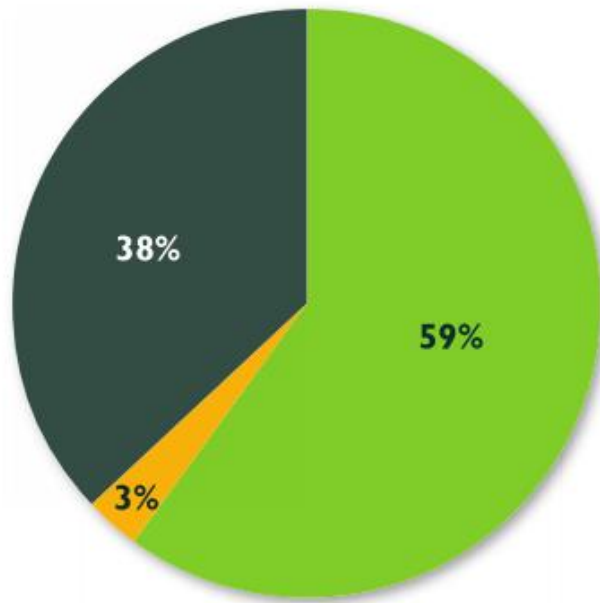
## Where our council's money comes from



## Where our council's money goes







**Gross budget £405.2m**  
*How will this be spent*

- 38% Employees
- 3% Capital Financing
- 59% Providing Services  
(including purchasing services and supplies, maintaining buildings and operating vehicles)

## **Building on success**

Newport is proud of its reputation for excellence and innovation. Our young people achieve excellent school results and we are narrowing gaps in performance so that all young people have an equal chance to succeed. The proportion of young people not in education, employment or training is also at its lowest ever level. Our innovative approach to delivering integrated Children's Social Care services, jointly delivered with Barnados has been lauded as the 'one of the most impressive overall models to be evaluated to date'.

Overall local employment is growing as we focus our efforts on making a difference to the groups that are furthest from the employment market. Antisocial behaviour is down, thanks to our multi agency work and our support for vulnerable people allows many more to live at home instead of residential and nursing care. Great strides have been made in the prevention of homelessness. We have also achieved much in terms of our organisation's structure and efficiency including the new model for delivery of IT services.

We have delivered major regeneration projects such as Friar's Walk. These create a vibrant city centre, attract new employment opportunities and building strong communities.

In May 2017 Newport's political administration was elected on a platform of fairness, with the declaration that 'Building on Success - Building a Better Newport', reaffirmed that the values of opportunity and social justice must guide everything we do.

Despite our recent successes however, the reality presents a real challenge. Financial constraints caused by the government's austerity programme together with huge welfare reform and stagnant and below inflation wage increases will radically increase pressures and demand for local public services. If we are to protect the most vulnerable in our society at a time of drastic reductions in resources, the clear shared purpose and priorities described within the Labour Manifesto will be vital.

### **TWO KEY QUESTIONS HAVE FRAMED OUR THOUGHTS**

#### **1. How can we use our resources to best effect?**

How can we align and deploy financial and other resources like capital assets and the skills and strengths of our communities and partners. We know our council cannot deliver everything on its own and that communities and partners must play a key role.

We need to move away from strategies based on how we can deliver cuts in services as our income decreases. This is a negative approach that leads to managing decline by 'salami slicing': doing exactly what we do now, but a little bit less, or in fewer locations.

Instead our thinking must be framed by how we spend the budget and align all the resources at our disposal in the best way possible. So we do not need to ask 'How do we deliver £30m cuts in services?' but, 'How do we deploy the resources that we have?'

This might mean that we need to deliver some services in entirely different ways. To make some of these major changes we will need to invest in new approaches at a time when budgets are tight, but we believe that these new approaches will yield better outcomes for our citizens.

## **2. How do we treat the causes of problems rather than the consequences?**

We believe that across all areas of service delivery and across the range of areas we seek to improve from recycling to children's social care, that we must address issues at their root cause. The consequence of this approach is that we may need to shift the focus of our investment, and our behaviour to ensure there is an emphasis on early intervention and prevention wherever possible. We must empower and support our residents to act themselves and always start from a position of 'asset-based', rather than 'deficit-based' thinking.

The rest of this document builds on these two key questions and sets out:

- What exactly do we mean by 'Improving People's Lives'?
- What values should guide everything we do (courageous, positive responsible)?
- What are the design principles that articulate a 'Newport way' of doing things?
- What are our plans to ensure we have a motivated, capable and engaged workforce?
- Who do we need to work with to achieve the best possible outcomes?

This plan must be based on real actions that build on recent success. Therefore, we have outlined 20 commitments for change, relating to the following four areas:

- Resilient communities,
- A thriving city,
- Aspirational people,
- A modernised council.

These are the four themes that will drive our council in the years towards 2022.

## **Our Mission: Improving people's lives (this is why we do what we do)**

Newport is forward-thinking in its aspirations for the City and how it can improve outcomes for its citizens. Our mission and values are not a quick fix or knee-jerk reaction to the financial context. Rather, they seek to tackle deep seated challenges and allow us to make the most of the strength of our communities and our staff and build on the improvements and transformations that are already underway.

By 2022, we know that needs within our communities are likely to be more acute because of increasing inequality, linked with the impact of welfare reform and ongoing and continued public sector austerity.

Our mission of 'Improving People's lives' builds on the work of the Newport Fairness Commission. Our City Council will take strategic action across the region together with other local public service organisations, the business sector and voluntary sector, to address the root causes of inequality and give our citizens the best possible chance to achieve their ambitions.

In practical terms, we know that to improve people's lives, our communities must be strong and resilient to change and negative events. They should be able to support each other and look after themselves. To support strong and resilient communities in Newport we must do all that we can to create the conditions for a vibrant local economy and thriving city. A place where our citizens can aspire, work profitably and improve their lives.

To deliver this our council must be modern and forward looking.

We will encourage entrepreneurship but will also protect and support our citizens who need more specialist support and professional help. We must intervene early to prevent issues from arising and act quickly to stop their escalation. We will support older people and adults with disabilities and allow them to live independently at their own homes for as long as possible.

In summary, aligned with the aspirations set out in the Well-being of Future Generations Act, we believe, 'Improving People's Lives' means:

- Our communities are strong and can look after themselves.
- We have a strong local economy and local people have the skills they need to find work.
- Our city and surrounding communities feel safe and they are places where people want to make their lives.
- For citizens that need tailored specialist support we intervene early and work together with people to help stabilise, maintain and improve their lives as quickly as possible.
- Our City Council's key role is a facilitator and enabler, with a focus on prevention and collaboration.

## **Our values: Improving people's lives (how we do what we do)**

Our council is directly involved in a huge range of activities across the city that impact everyone living or working here.

We collect council tax to provide social care, tend public spaces, help protect people from the activities of rogue traders and assist new businesses to make a start in Newport. Our council has significant influence and all this activity is supported by a dedicated group of staff.

Our values describe the behaviour we need to embed in everything that we do from service delivery and commissioning, to how we approach decision making and the sort of work environment we create. They are the foundation for the way our organisation operates. They are also the values we seek to encourage among our residents and partners more broadly. Our three values are:

### **BE COURAGEOUS**

This means that we expect our staff, and services to be ambitious and innovative. We expect this to be the case whether services are delivered directly by our council, through regional networks or provided by an external organisation.

Being courageous means we are not afraid to try new things, we are a learning organisation and we constantly question our approach. It means that we lead the way in the region and in Wales more widely and others to look to us as a beacon of best practice. Our 20 aims by 2022 represent the boldness of our ambition.

For our residents being courageous means they are proud and ambitious for their communities, they have high expectations and support and drive the development of the city. Our partners play a key role and work together, in collaboration with our council to develop a comprehensive and ambitious vision for the future where schools, businesses, the police, health providers and other public sector agencies all play a role.

### **BE POSITIVE**

As an organisation we are always helpful and constructive, support and enable residents to do more for themselves. We take a pragmatic, glass half-full approach and we approach in relation to the challenges and opportunities facing our city and we approach tasks and decisions with confidence and tenacity.

For residents and partners being positive is about working together with our council in a constructive, purposeful way. It is about us, residents and partners being able to see what each brings to the table. It is about shifting from 'doing to' to 'doing with'.

### **BE RESPONSIBLE**

Being responsible means that we trust staff and all providers who deliver services on our behalf to take responsibility and to be accountable for their actions and the quality of their work. To deliver this we take a mature approach to agile working and risk management and empower our staff to use their professional judgement to consider the whole system and deploy the most effective approach that reflects our values and the design principles. Being responsible means that decisions are taken

at the lowest appropriate level and our practitioners are empowered experts, who respond to the political direction provided by the Administration.

For residents, being responsible means taking ownership. It is about the recognition of citizens as equal players. We will enable and expect local people to play a greater role in relation to a whole range of things.

Everything from service design to keeping healthy, voting, getting involved in their communities, and acting in environmentally conscious ways.

## Organisational Design Principles

Our mission has helped us to distil a strong set of six design principles that align with our values (courageous, positive and responsible). They flow from our mission, 'Improving People's Lives' and describe how we think local public services should be designed and delivered in Newport.

They can be considered the "Newport Way" of doing things.

Our six design principles are listed below and we have ensured they are embedded in the 20 aims by 2022. We will also embed these design principles more widely in our approach to service and business planning across the entire organisation and through our Public Service Board in our approach to partnership working.

- **Enabling and capacity building:**

We see the role of our council (both officers and members) as community enabler, facilitator and capacity builder and our practitioners are supported to fulfil their roles as professional experts working in collaboration with our partners.

- **Citizen role:**

In Newport, citizens are equal partners and play a role in the creation and support of strong communities and help to design local public services.

- **Tailored approach:**

We believe that different people, families and parts of the city may require different approaches and we never assume that one size can fit all. This means flexible use of our buildings, technology and staff that work for our citizens.

- **Early intervention and prevention:**

We act early to prevent issues from happening in the first place, and where they do occur we intervene early to stop them from escalating.

- **Evidence-based:**

Our decisions are based on evidence so that we focus our resources where they are most needed; and we have a good understanding as to whether the actions we are taking are having the intended impact.

- **Integrated technology:**

Technology must be integrated into services with sensitivity and will only be pursued if it helps to improve efficiency or outcomes.

## Our Organisational Framework





## **Motivated, capable and engaged workforce**

To improve people's lives, we need a very strong, clear political and managerial leadership supported by motivated, engaged and committed staff. If we are to improve people's lives our leadership must be strong and the skills and calibre of our workforce must be of the highest quality.

To achieve this we invest in recruitment, retention and development of the best staff and suppliers.

We believe that our employees are agents of change and innovation. Our organisational development programme ensures they are empowered and supported to deploy approaches that reflect our values.

Our staffing structure and internal support functions are already strong and we propose that they be further reconfigured to enable us to focus on the delivery of transformed services.

Our decision to share IT services with the five Gwent counties is an example of how innovative collaboration can benefit our city. We propose, where appropriate and where this delivers best value for money, to investigate any services that can be delivered more effectively by regional cooperation.

All our work, from front line operations such as Social Services and city regeneration as well as support functions like IT, finance and HR will be framed around clearly defined goals and well understood thresholds.

This dynamic approach will have a positive impact on all parts of the organisation. Some are outcomes-focused, and others are process-driven and focused on compliance with outside regulators.

Our fundamental attitude is that decisions are taken at the lowest appropriate level and our practitioners have the expert skills required and are empowered to respond to the clear political direction of our administration. This challenge will require strong and uncompromising leadership at all levels of our council.

In summary, we must have a motivated workforce and effective and enabling internal support functions to achieve our ambitious plans.

### **For us this means:**

- We want Newport to be an employer of choice in the City and across local government in Wales. We want our staff to be committed and inspired by the work they do and are proud to work for the City Council.
- To achieve this, we will invest in our staff, ensure there are clear career pathways and enable our staff to work autonomously and flexibly to deliver the best possible outcomes. We will measure our success through a comprehensive set of indicators relating to staff progression, satisfaction and turnover figures.
- The use of agile working will be explored and implemented wherever possible. The benefits of flexible work routines do not only impact on the well-being of staff and better and more efficient and cost effective services. It can also contribute to the removal of transport

pollution from our roads which is a significant instance of a different approach to service delivery.

- We have strong strategic capacity (relating to organisational development, policy, performance, and financial management) that ensures the smooth running of our council and enables us to deliver our aims and objectives.
- We have strong real-time understanding of data and evidence. This means we can move quickly to focus our attention in the right areas.
- Our transactional, back-office functions are regionalised where appropriate to deliver best value.
- As we embed flexible and modern ways of working our council operates out of fewer administrative buildings with an average 2:1 desk ratio and we review and rationalise our capital assets where there is a business case to do so.

## Building a better Newport

The Well-being of Future Generations (Wales) Act (WFG Act) became law in Wales on 29 April 2015. The Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act, including our council, think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Well-being objectives that have been adopted by our council are;

1. To improve skills, educational outcomes & employment opportunities
2. To promote economic growth and regeneration whilst protecting the environment
3. To enable people to be healthy, independent & resilient
4. To build cohesive & sustainable communities

The Welsh Government and the Future Generations Commissioner have made it clear that duties to set and report on well-being objectives should not be treated as separate from any objectives that guide and steer the actions and decisions of organisations. The table below shows how our council's Well-being Objectives link to the manifesto commitments of the Administration (outcomes), which in turn are supported by the areas for action within this Corporate Plan.



**\*Our well-being statement is set out in appendix 1**

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment		Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities		
<b>Manifesto commitments</b>	Working Newport: Jobs, growth & the economy	Sustainable Newport: Environment & transport	Learning Newport: Education & skills	Future Newport: Well-being & social care	Fairer Newport: For all our residents	Safer Newport: Community safety & antisocial behaviour	Vibrant Newport: Creativity & culture
<b>Corporate plan actions</b>	A thriving city		Aspirational people		Resilient communities		
<b>Supporting function</b>	A modernised council						

## Imagine by 2022: Our commitments

This section describes 20 practical things that we believe represent a step-change in how we operate. Each commitment is designed to move us into collective, organisation-wide delivery that not only meets the needs of Newport now but also in the future. They all help to deliver the promises set out in the Administration’s manifesto and are innovative steps towards achieving our well-being objectives:

### Building on Success – Building a Better Newport.

These commitments will be further developed into detailed business cases which will be subject to public consultation to ensure that we are making the right decisions for citizens. The business cases will consider costs and how we can deliver these commitments in a sustainable and collaborative way.

Commitment	What will we do?
<i>Resilient Communities</i>	
1	<p>Community resilience, community based care and support is strengthened by introducing Newport Cares a programme which enables peer support and provides a holistic approach to care.</p> <ul style="list-style-type: none"> <li>• We will support the development of Health and Wellbeing hubs which can provide day and work opportunities, carer’s respite, social prescribing and care closer to home.</li> <li>• Alongside traditional day opportunities we will offer different activities in a wider range of different settings.</li> <li>• We will support community initiatives which seek to reduce social isolation, improve neighbourhood networks and support older people and adults with complex needs to live independently (e.g. good gym, casserole club).</li> <li>• We will extend the Older Person’s Stay Well Plan Project across Newport</li> </ul>
2	<p>Prototype work to establish Community Investment Zones which transform the service offer in Newport’s four most deprived areas is underway</p> <ul style="list-style-type: none"> <li>• Establish prototype Community Investment Zones which catalyses community-owned and community-driven support to enable people to improve their lives</li> </ul>
3	<p>A default presumption in favour of community asset transfer is in place – meaning that citizens can develop a vision for building on their own community assets</p> <ul style="list-style-type: none"> <li>• Review Assets Policy and embed new approach through Community Investment Zone prototypes (See commitment 2)</li> </ul>
4	<p>Newport City Council makes the city’s dementia-friendly status real by introducing dementia-friendly work practices across the council and creating dementia-friendly toolkits for local businesses to use.</p> <ul style="list-style-type: none"> <li>• Using best practice materials from the Alzheimer’s Society and elsewhere create a simple toolkit and online training module for staff and businesses to use.</li> <li>• Develop our internal Care Homes and day opportunities to specialise in Dementia care.</li> </ul>

Commitment		What will we do?
5	The City has modern, increased tertiary education capacity that meets the needs of Newport's future economic and social challenges	<ul style="list-style-type: none"> <li>• By 2022 we will develop a business case which increases tertiary education capacity in Newport</li> <li>• This will align with political commitments to develop Newport's Knowledge Quarter enabling a seamless transition from school to college to university.</li> </ul>
<i>Aspirational People</i>		
6	The Newport Children's Charter sets out our commitment to children and families, including headlines commitments to children in care and care leavers	<p>The Newport Children's Charter sets out our promises to children and families including headline commitments that we will:</p> <ul style="list-style-type: none"> <li>• Reduce the number of children on the Child Protection Register from 95 to 85</li> <li>• Improve placement stability, including achieving permanence for 85% (up from 75%) and reducing the number of children accessing more than three placements to 5%</li> <li>• Ensure 85% of care leavers enter employment, education or training (up from 60%) providing them with tailored opportunities through the Newport Work Discovery Programme and exempting them from council tax until they are 25</li> <li>• Build three new state of the art schools and improve and increase tertiary education capacity.</li> <li>• Ensure fewer than ten children are educated outside of the City and reduce out of county children's social care placements by 25%</li> </ul>
7	Three new state of the art schools will be built, tangibly improving student choice and the educational offer in the city.	<ul style="list-style-type: none"> <li>• Using funds associated with house building we will build three new schools in Newport</li> </ul>
8	The annual Newport Work Discovery week is established bringing together residents, employers and the public sector to connect and raise aspirations. The council commits to 15 apprenticeships per year as part of this city-wide drive.	<ul style="list-style-type: none"> <li>• We will coordinate a work discovery week which brings work experience together with Inspirational talks and lectures, podcasts, and visits to work places. The council will open its doors through the week and will encourage partners to do the same</li> <li>• We will offer at least 15 apprenticeships at the council each year and require our major suppliers to offer apprenticeships as well.</li> <li>• We will offer care leavers work experience and apprenticeship opportunities and we will ensure similar opportunities are offered through major tenders.</li> <li>• We will encourage partner organisations to</li> </ul>

Commitment		What will we do?
		also offer opportunities to care leavers. Our success will be measured by Newport recording skills levels in the City (including the proportion of residents with no qualifications) in line with the Welsh average and by the progress we make on the Newport Guarantee (where every young person will leave school with a job, training or further education opportunity).
9	Increasing educational and social care capacity, so that fewer than ten children will be educated out of the city, and the number of out of county social care placements will reduce by 25%	<ul style="list-style-type: none"> <li>• We will fully utilise existing skills and capacity.</li> <li>• We will build further internal capacity to meet future need.</li> </ul>
10	Newport will improve the number of pupils achieving at least five GCSEs A*-C including English and Maths in line with the Welsh average.	<ul style="list-style-type: none"> <li>• We will facilitate school improvement through on-going support to school clusters and alliances.</li> </ul>
<b>Thriving City</b>		
11	A Newport Festival of Democracy and redeveloped Heritage Discovery Centre represent the city's increasingly vibrant cultural offer with an increase in visitor numbers recorded	<ul style="list-style-type: none"> <li>• A Heritage discovery centre, tourist trail and garden trail in the city will be launched</li> <li>• We will actively encourage sports events, and other cultural events in the City through a festival of democracy and exploring opportunities for sponsorship. The festival will celebrate the best of Newport's heritage offer building on existing, popular city centre events like the Food Festival and Big Splash'</li> </ul>
12	Newport's future business offer is driven by the Newport Business Collaborative: a transformed business innovation group which builds on today's informal grouping and helps to increase the proportion of successful SMEs in the city.	<p>Repurpose the Newport Economic Network and create an Economic Growth Partnership which helps to:</p> <ul style="list-style-type: none"> <li>• Drive the Work Discovery Week and Festival of Democracy,</li> <li>• Establish Newport as a regional hub for SME development and digital and technological enterprise in particular.</li> <li>• Gain purple flag status for our night time economy</li> <li>• Inform the 10 'pathways to work' which the council will develop</li> <li>• Shape the City's on-going regeneration (see commitment 13)</li> </ul>
13	Real progress on transforming Newport City Centre through redeveloping sites like the Westgate, Chartist's Tower and the Market and creative use of existing cultural and commercial assets	<ul style="list-style-type: none"> <li>• The next phase of Newport's physical regeneration will be delivered</li> <li>• Strategies to proactively encourage businesses to come to the City (to be based here and for conferences) will be being implemented.</li> </ul>

Commitment		What will we do?
		<ul style="list-style-type: none"> <li>• Empty buildings and shops will be opened to meanwhile uses and new start-ups and we will and facilitate the development of high grade offices</li> </ul>
14	Illegal city centre parking dramatically reduced through a step change in behaviour and enforcement	<p>We will review and develop our approach parking enforcement, reviewing the need for decriminalised parking in the city centre recognising that parking, traffic management, business access and respect for pedestrians are essential to future economic success.</p> <ul style="list-style-type: none"> <li>• We will develop a series of actions designed to incentivise legal parking, and reduce illegal parking</li> </ul>
15	We will create a Digital Ecosystem for Newport that rapidly intensifies the growth of the digital economy sector, and provides a platform for businesses to connect, innovate and grow and communities to participate, interact and self-support.	<ul style="list-style-type: none"> <li>• Work with higher education to support the rapid expansion of the national software and cyber academies;</li> <li>• Proactively engage existing digital businesses and new start-ups to collaborate and co-produce via the Newport Business Collaborative;</li> <li>• Create bespoke incubation and co-working space for new digital and technological companies,</li> <li>• Continue free Wi-Fi across the city, and develop a digi-buddy scheme in public buildings to enable people to access digital services.</li> </ul>
<b><i>A Modernised Council</i></b>		
16	Develop the Newport Intelligence Hub to create a one stop shop for spatial and geographic data, data analytics, info graphics and open access data to support the drive for Evidence-based working.	<p>Re-align our existing resources to become an integral part of our business processes</p> <ul style="list-style-type: none"> <li>• Identify key public, private and third sector partners to work with to enhance the quality and accessibility of these services</li> <li>• Integrate citizen engagement into these processes</li> <li>• Utilise the data development benefits of the LoRaWAN Internet of Things</li> </ul>
17	A new Household waste recycling facility is built as part of a new Love Newport deal with residents on waste, recycling and community pride	<ul style="list-style-type: none"> <li>• We will launch a new recycling plant to meet statutory targets.</li> <li>• We will encourage re-use and recycling</li> <li>• We will support and incentivise community groups to look after their own area (giving them tools and materials to paint, clean, maintain and improve things they care about)</li> </ul>
18	Four multi-agency neighbourhood	<ul style="list-style-type: none"> <li>• Four hubs will be established, based in</li> </ul>

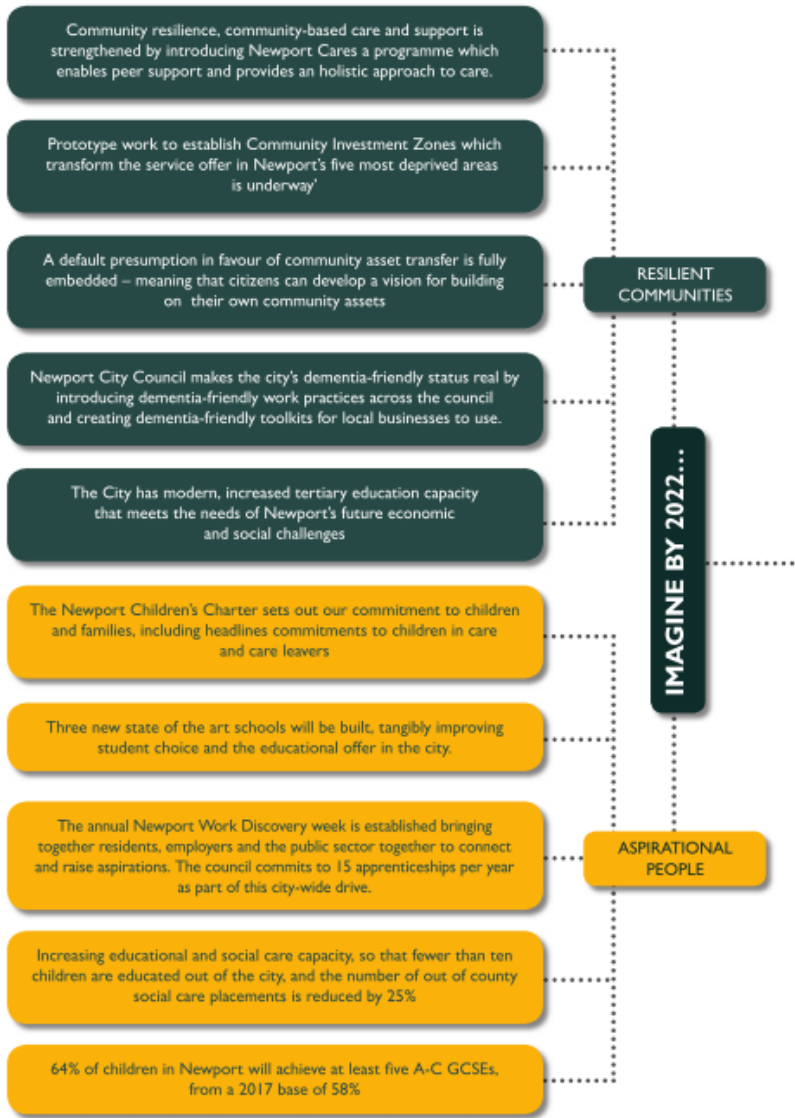
Commitment	What will we do?
	<p>service hubs will be created which bring together a range of different services to support better outcomes and manage demand in areas of Newport with the highest need as evidenced in our well-being profile</p> <p>areas of highest demand and will provide an integrated offer of neighbourhood-based, voluntary-accessed services like Communities First, Families First, Flying Start, Play Development, Youth Services, and Work and Skills support.</p> <ul style="list-style-type: none"> <li>• These hubs will work closely with the Community Investment Zone prototypes to provide holistic council and non-council based support.</li> </ul>
<p><b>19</b></p> <p>We will create an inviting and inspiring work environment, freeing up 50% of our estate (including 20% of our civic centre) to save money and create space for commercial and social innovation</p>	<ul style="list-style-type: none"> <li>• We will reduce the number of buildings we operate out of by 50%.</li> <li>• We will operate on average a 2:1 desk ratio with many staff working flexibly from home on a regular basis</li> <li>• We will reduce costs of delivering back office functions through regionalisation where this is appropriate.</li> <li>• We will offer the space made available through these changes to new businesses, growing businesses and organisations undertaking work with social value.</li> </ul>
<p><b>20</b></p> <p>Each citizen in Newport has access to a MyAccount- an individual online portal which allows them to do business with the council and online</p>	<ul style="list-style-type: none"> <li>• We will establish a 'my account' facility to improve access to services and improve and expand the 'report it' facility.</li> <li>• Some of our services will only be accessed online. Where this is the case, citizens who need it can access support to help them use online services at community hubs and libraries</li> </ul>



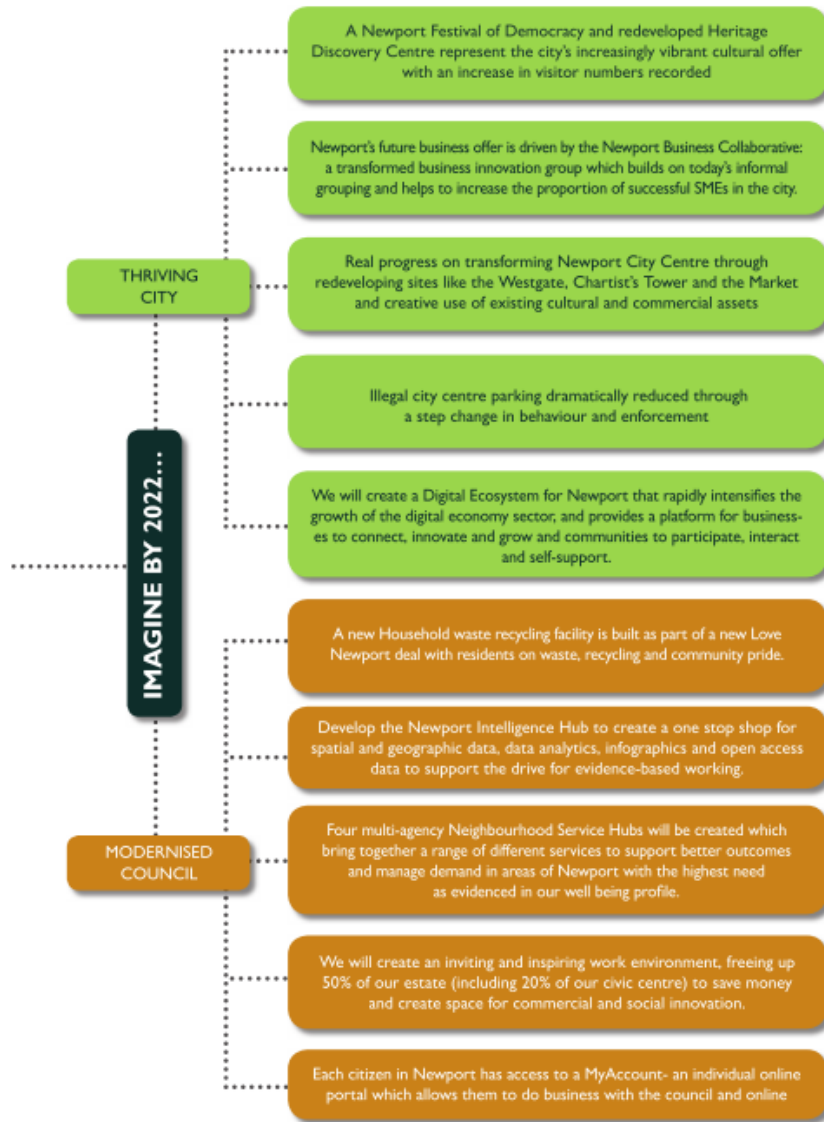
# Enabling and capacity building



EVIDENCE BASED



# Citizen Role



**INTEGRATED TECHNOLOGY**

## Delivering the Corporate Plan

The intended outcomes agreed in this plan set the key priorities for our council. The Well-being of Future Generations (Wales) Act 2015 aims to help create a Wales that we all want to live in, now and in the future. To give current and future generations a good quality of life we need to think about the long term impact of the decisions we make. Our council has set its Well-being Objectives and they are central to this plan because they form part of our council's vision for the future.

This plan should not be viewed in isolation. It makes up part of the strategic planning map or '**golden thread**' that integrates the plans and strategies of our council, which can be seen in the diagram. Our council is not alone in providing services to the people of Newport and works in partnership with other agencies to continue developing a collaborative, integrated approach to service provision

This corporate plan sets the vision and direction for our council and sits below the Well-being Plan which is agreed in collaboration with partners. The strategic direction flows down from the corporate plan; the actions to deliver the vision flow up from individuals whose every day work contributes to the performance and delivery of the vision.

This plan has been produced at a time of significant financial challenge within the public sector. The workforce and budgets must be carefully planned and managed to ensure that we can deliver what we have set out to do. This applies to each service area in their service plans. The actions planned by service areas will contribute to the delivery of the corporate plan, service plans are set in conjunction with cabinet members and scrutiny committees to ensure oversight and accountability for the delivery of the actions. Service plans are available on our website. All staff and all citizens of Newport can see what is planned for the year ahead and how it will be managed and monitored.

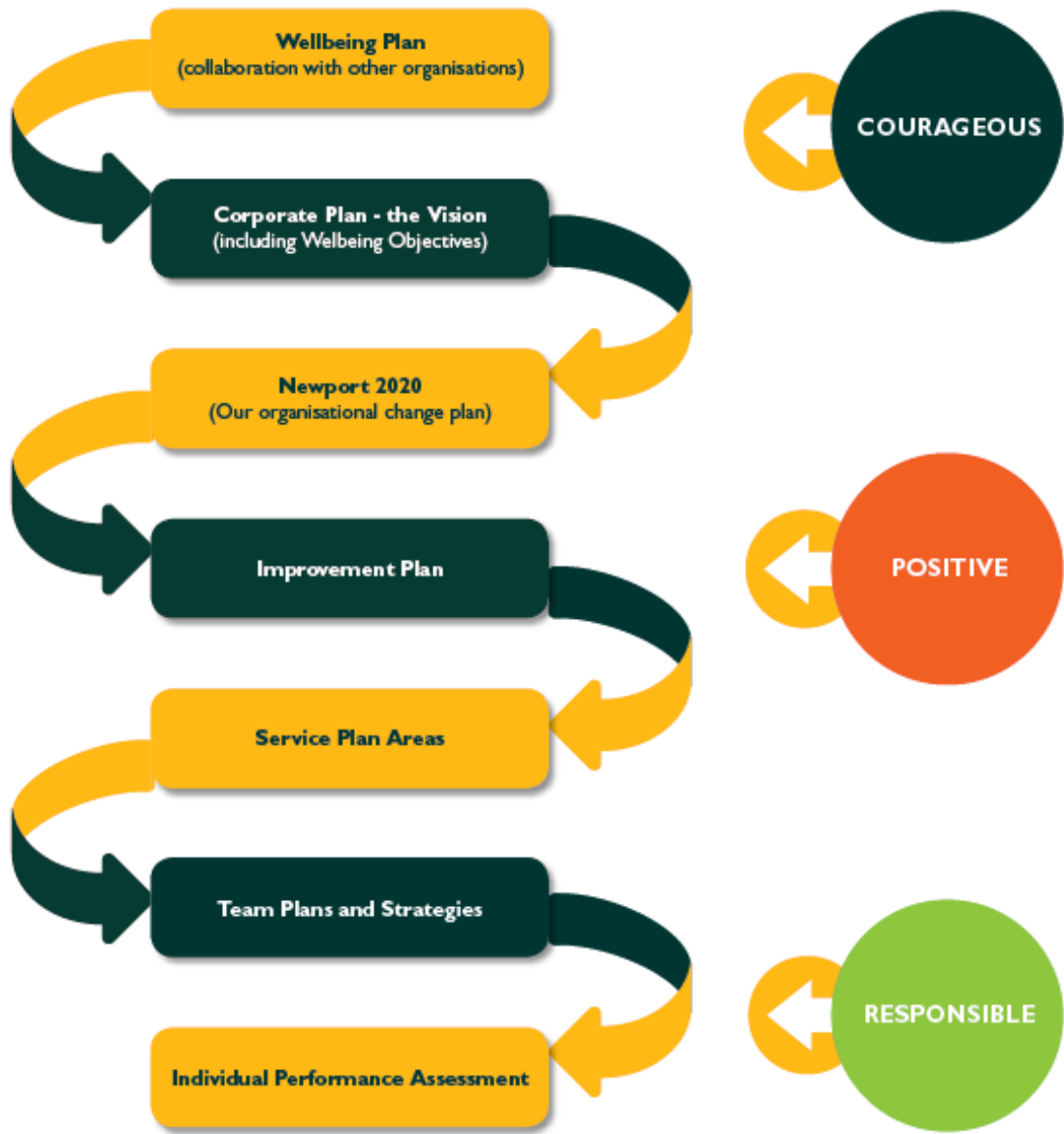
This is a time of great political and legislative change. It is important that through risk management and well thought out strategic planning, that the work of our council continues to provide improved outcomes for citizens and communities. Our council also works to ensure compliance with the current legislation and any changes that may occur. To do this our council works closely with the Wales Audit Office (WAO) who are the main regulator for our council. The WAO has an annual work programme and the reports that they provide give assurance that our council is working hard to comply with legislation and working well to address any points they have raised.

The plan sets out clearly our priorities and demonstrates our commitment to improving social, economic, environmental and cultural well-being in the city. and the realisation of our plans depend on using the sustainable development principles to inform our decision making i.e. thinking about the long term, considering how our well-being objectives impact on the well-being goals for Wales, acting to prevent problems occurring or getting worse, collaborating with others and involving people with an interest in achieving the well-being goals.

# Strategy Map 'The Golden Thread'



## Our Values



## **Monitoring the Corporate Plan**

Because this corporate plan spans more than one year, it will need to be reviewed regularly to adapt to ongoing changes during the lifetime of the plan and to ensure that it remains relevant to changing national priorities.

An annual statement of progress made against the objectives set will be presented to members and senior officers and published so that it can be shared with all employees and members of the public. The statement will present an open and transparent view of the how our council is working towards its vision and objectives and also how further work will be focused to ensure continued improvement. It will also show how our council maximises its contribution to the Well-being goals for Wales by applying the sustainable development principle.

Actions set out in service plans and the improvement plan will contribute to the delivery of the objectives, and these will also be presented to members for challenge and appraisal. Service plans are reviewed at the mid-year point and at the year end to assess the progress made against the actions planned and consider what future actions should be planned.

The Wales Audit Office regulates the activities of our council and will provide assurance on council's ability and progress in delivering its vision.

We value your views and opinions on the content of our Corporate Plan and the priorities that we set. Your input is welcomed and will enable us to continue to focus on the things that matter to our citizens and communities.

Please contact us at: [info@newport.gov.uk](mailto:info@newport.gov.uk)

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# Report

## Cabinet

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### Part 1

**Date:** 15 November 2017

**Subject** **September Revenue Budget Monitor**

**Purpose** This report details the current forecast position on the Council's revenue budget and the risks and opportunities that present themselves within the September position.

**Author** Head of Finance

**Ward** All

**Summary** As at September 2017, the Council's revenue budget is forecasting an **overspend of £1,098k**, excluding the impact of the revenue contingency budget. Applying the unused revenue budget contingency (£1,373k) to offset the general overspend achieves an underspend of £275k.

The overspend of £1,098k is explained primarily by a small number of key budget areas:

- (1) There are significant overspends within 3 service areas of c£3.5m, excluding schools, (i) Children's social care – 'out of area placements' (ii) Adults social care – 'community care' and (iii) Education – 'special education placements', all areas linked to increasing need. These overspent in the previous year but have worsened significantly in the current year;
- (2) There is c£0.47m of undelivered / delayed savings, mainly within 'Place' services;
- (3) These overspends above have been partially offset by:
  - (a) c£1.1m of staffing underspends across services;
  - (b) non-service area savings of c£2m in respect of council tax rebates and council tax surplus.

Implementing longer term plans to stabilise and control the 3 major over-spending areas, whilst managing the budget risks in the shorter term, should now be the Council's priority. Continued funding reductions and delivery of new savings adds to this challenge.

Use of almost the entire Council's contingency budget to balance the budget is a significant concern, as it gives no room for manoeuvre and limited additional contingency for further unforeseen issues.

In addition to the above, school forecasts for 2017/18 currently predict an overspend of c£3m which will reduce the vast majority of school's individual reserves to zero as they will be used to 'fund' this overspend. Currently, 46 out of 55 schools are reporting 'in-year' deficits. The Chief Education Officer has agreed licensed deficits for 7 schools and officers continue to work with these schools to develop deficit recovery plans, where appropriate.

The position is very finely balanced, very challenging and requires on-going diligent management.

Following the same pattern as 2016/17, the service area overspending is significant and if not controlled, could have a financial resilience impact on the Council's overall finances in the future.

**Proposal**

Cabinet is asked to:

- Note the overall budget forecast position and key budget challenges;
- Note the use of the Council's contingency budget to balance the current level of overspending, previously approved by Cabinet, which will be assessed each month on an on-going basis;
- Note that a targeted non-essential spending restriction is already in place as reported previously and re-affirm the need for robust financial management and maximise savings on the non-essential spend restriction, wherever possible;
- Note the level of undelivered savings within each directorate and the risks associated with this;
- Note the forecast movements in reserves (appendix 3) and approve the additional Invest to Save reserve bids summarised in appendix 4;
- Note the balance in respect of the investment reserve (use of 16/17 underspend on a series of one-off projects / priorities) which has been assumed within current forecast.

**Action by**

Cabinet Members / HoF / DMT / CMT confirm plans to:

- Promote and ensure robust forecasting throughout all service areas and maximise savings from non-essential spending.

**Timetable**

On going

This report was prepared after consultation with:

Strategic Directors  
Heads of Service  
Budget Holders  
Accountancy Staff

**Signed**



This report deals with 3 broad areas of Financial Management (1) the revenue budget position, including delivery of approved savings (2) use of reserves and (3) progress on spending the Cabinets one-off spending priorities from the 16/17 underspend.

This report is a high level summary, focused on the key issues and risks.

Other key information includes:

- (i) All budget/ service managers have 24/7 access to their budgets/actuals/forecasts through the on-line 'budget management system';
- (ii) Individual 'budget dashboards' for each service are produced for HoS/Directors/Cabinet Members monthly and set out main budget variances and actions in place to manage;
- (iii) Budget risk areas have been identified and further, specific management information, setting out key data on the income/ expenditure drivers in those areas are produced monthly to help show and explain budget variances;
- (iv) As part of the new arrangements for scrutiny, the dashboards and risk based data is also shared in those forums.

## (1) **THE REVENUE BUDGET POSITION**

### **Summary**

1. The current 2017/18 forecast represents variances in the following key areas:

	<b>£'000</b>
Net overspending in service areas (exc. Schools)	2,684
Overspends in Schools	<u>3,000</u>
<b>Service area overspends</b>	<b>5,684</b>
Schools reserves transfer to cover school overspends	(3,000)
<i>Non Service Variances:</i>	
Savings on C Tax benefit rebates – lower claimant No's	(1,277)
Council Tax surplus saving – housing growth	(793)
Other (non-service) variances	<u>484</u>
<b>Net Overspend</b>	<b>1,098</b>

2. As at September 2017 the Councils revenue budget is projecting an overspend of £1,098k (August - £1,298k overspend). There are significant budget overspending in 3 key areas, partly mitigated by underspending on staffing budgets and non-service areas. The position has improved by £200k since last reported to Cabinet, mainly from reduced overspending in 'Place' services.
3. The Council's contingency budget is integral in ensuring a balanced budget at year end where overspending occurs, and alongside the non-service underspending mentioned above, use of almost all of the available contingency budget balances the budget in 2017/18. Cabinet have already approved use of this contingency to balance the overall budget and the current position still requires this. This will be monitored and updated on an on-going basis. It should also be noted that the service area overspending in both 2016/17 and 2017/18 (forecast) far outweighs the level of contingency budget that the Council has available and the current levels of underspending in non-service areas cannot be guaranteed as recurrent, at least at current levels.

4. As always, forecasts are subject to change and key areas of potential opportunities and risks in going forward include:

#### Opportunities

- Additional council tax income and therefore surplus could be achieved over and above current forecast. This will be updated in October when 6 months data is available;
- The non-essential spending restrictions should provide opportunities to reduce spend further, when applied rigorously. On-going forecasts will show progress.

#### Risks

- The key areas of children's and adults social care are susceptible to change as client numbers change from current forecast assumptions, as are education special education placements. In particular, the current overspend assumes that a small number of placements can be returned back to provision in Newport, which can't be guaranteed. These areas are showing particular challenges and stress this current year.

These will undoubtedly update forecasts over the coming months.

#### Reasons for budget Overspending

5. The following section highlights the key areas that contribute to the current overall Council position:
- budget underspends on staff costs at c£1.1m;
  - budget overspends of c£3.5m in 3 key areas of risk; Children's services – 'out of area placements', Adult's services 'community care budgets' and Education – 'out of area special education placements'
  - budget overspends of c£470k due to non/delayed delivery of agreed budget savings.

These three account for the c£2.7m of net service area overspending, as shown in the summary above. More details on each are shown below:

#### **(i) Staffing**

6. Employee budgets make up over a third of the Councils gross budget. The table below illustrates that a £1,053k forecast saving is anticipated against the £54m overall Council staff costs budget.

OVERALL STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	54,097	54,097	54,161	54,123	54,110	54,433	54,433	54,433	54,433	54,433	54,433	54,433
Forecast (£'000)	54,097	53,764	53,901	53,342	53,252	53,380	53,380	53,380	53,380	53,380	53,380	53,380
Variance (£'000)	0	(334)	(259)	(781)	(859)	(1,053)	(1,053)	(1,053)	(1,053)	(1,053)	(1,053)	(1,053)

A large proportion of this saving is in respect of late consequential funding from Welsh Government that has offset existing staff costs within the Social Services area and delaying recruitment wherever possible as part of the non-essential spending restrictions.

#### **(ii) Budget overspends in 3 key areas**

7. Three service/ budget areas are under significant pressure and account for £3,445k of the total forecast service area overspending. The table below shows the key areas and, as set out by HoS, what action is currently planned to take place to manage these risks as best as possible.

	2016/17 Outturn Variance Over/ (Under) spend	2017/18 Forecast Variance Over/ (Under) Spend	2017/18 Investment (Additional budget)	Worsening/ (Improvement) since 2016/17 (after investment)	Notes	Proposed Action
	£'000	£'000	£'000	£'000		
<b>Children &amp; Family Services</b>						
Out of area residential placements	892	2,092	(400)	1,600	Budget can afford 16 placements based on average package costs whereas the service has made 22 placements currently, one of which is at a cost of £8k per week. This has the potential to increase should the number of placements not reduce towards the end of the year. In addition to the provision for 2 further placements mentioned in previous months there has been an increase of 1 further placement since September 2017.	1. Currently regional and national groups in place to address the placements position across Wales. There is recognition regionally and nationally that in terms of cost, availability and quality the current position is unsustainable. 2. The overspend continues to be under constant scrutiny and all staff are fully cognisant with the risks. The service area continue to interrogate this area and apply the level of rigour required at every stage leading to such placements.
<b>Adult &amp; Community Services</b>						
Community Care	1,100	255	(1,044)	199	£862k is the gross overspend in this area based on current client numbers. This has been reduced by a one off benefit of £608k WG workforce grant bringing the net overspend down to £255k.	1. The Equality, Commissioning and Outcomes (ECO) process has been strengthened and covers all service areas including the hospital. 2. A number of actions have been agreed to address the Continuing Health Care (CHC) funding reduction and some fast track cases have been successfully challenged and learning disability cases are being formally placed in dispute with by NCC. this has included the implementation of stricter CHC guidance and support available for staff.
<b>Education</b>						
Special Educational Needs (SEN)	917	1,098	0	181	Although the number of Out of County (OOC) placements have reduced since 2017/18 the type of pupils requiring OOC placements are for 'high end' needs which are very costly.	1. New approaches to monitoring pupils likely to require OOC placements are in place and are supporting quality assurance processes; 2. A Service Area 'Strategic Board for Inclusion Provision' has met. Aims and objectives of the group have been set (which are focussed on extending local SEN provision, thus saving high end costs of OOC places in the future); 3. This month there will be an intense focus on developing further improvements relating to Transport budget management; 4. There is a new OOC reduction plan to mitigate the extent of the OOC overspend in 2018/19. Additional resources have been requested from the Business Improvement & Performance Team (BIPT) to drive this work forward.
<b>SERVICE AREA SUBTOTAL</b>	<b>2,909</b>	<b>3,445</b>	<b>(1,444)</b>	<b>1,980</b>		

As the table shows, the overspending has increased from 16/17 levels in the service areas (from £2,909 to £3,445k), even though additional budgets of £1,444k were added to them for 2017/18 – therefore a worsening position of £1,980k.

**(iii) Delivery of Medium Term Financial Plan (MTFP) Savings:**

8. The following table shows the forecast delivery of savings across directorates. In the main this shows good performance on achievement of these savings (to date, forecasted that 97% of the £5,725k savings target for 2017/18 will be achieved). There remain a couple of projects that are not expected to achieve the full extent of the proposed saving and currently no targeted plan exists to mitigate.
9. The main areas of undelivered projects currently sit within the Place portfolio, specifically:
- RIH – Property services profit anticipated from the Norse joint venture agreement - £106k;
  - Streetscene - Bus routes; removal of subsidy to support specific evening and Sunday bus services - £69k;

**2017/18 Change Programme Financial Improvement Programme (FIP) by Directorate**

By Portfolio	People	Place	Corporate	Non Service	Total 17/18
<b>2017/18 MTRP Target (£) Total</b>	£2,979,000	£839,000	£734,000	£1,173,000	£5,725,000
<b>Total Savings Realised by Year End 2017/18</b>	£3,025,929	£635,000	£734,000	£1,173,000	£5,567,929
<b>Variation to MTRP Target</b>	£46,929	-£204,000	£0	£0	-£157,071
<b>Variation % to MTRP Target</b>	2%	-24%	0%	0%	-3%

10. In addition, there remain undelivered savings in respect of 2016/17 projects.

**2016/17 Unachieved Savings - Streetscene**

<b>2016/17 MTRP Target (£) Total</b>	£855,680
<b>Total Savings Realised by Year End 2016/17</b>	£542,634
<b>Variation to MTRP Target</b>	-£313,046
<b>Variation % to MTRP Target</b>	-37%

11. The £313k shortfall against a target of £856k relates to the following projects:
- Streetscene service review - £227k. This is now deemed unachievable in the way it was original envisaged. The HoS plans to start up a new project once mitigation is identified and to achieve the original target. A report is to be written by the HoS to outline mitigation measures in the meantime;
  - Street cleansing service review - £59k. A targeted non-essential spending freeze has helped to mitigate this in the short term;
  - Waste (Special Collections) - £27k. Options to mitigate are currently being discussed.

**(iv) Non-Service Underspending:**

12. Service area overspending has been temporarily mitigated by one off non-service area savings of c£2m in respect of council tax rebates and council tax surplus.

	2016/17 Outturn Variance Over/ (Under) spend	2017/18 Forecast Variance Over/ (Under) Spend	2017/18 Investment (Additional budget)	Worsening/ (Improvement) since 2016/17 (after investment)
	£'000	£'000	£'000	£'000
<b>Non Service</b>				
Savings on C Tax benefit rebates - lower number of claimants	(1,063)	<b>(1,277)</b>	400	(614)
C Tax surplus - housing growth	(1,539)	<b>(793)</b>	0	746
<b>NON-SERVICE SUBTOTAL</b>	<b>(2,602)</b>	<b>(2,070)</b>	<b>400</b>	<b>132</b>

These budget areas will continue to be closely monitored in light of new dwellings, claimants and collection rates. Council tax income will be updated again in October when 6 months data is available.

### Schools

13. The current forecast for schools shows significant overspending based on schools individual budgets agreed by their Governing bodies for 2017/18. A summary of schools funding and forecast reserve movements has been included below:

School	School Balance as at 31/3/2017	Estimated in-year Surplus / -Deficit 2017/18	Estimated School Balance as at 31/3/18
<b>Total Secondary Schools</b>	<b>1,682,623</b>	<b>-1,788,653</b>	<b>-106,030</b>
<b>Total Primary Schools</b>	<b>3,153,021</b>	<b>-1,246,361</b>	<b>1,906,660</b>
<b>Total Nursery Schools</b>	<b>17,003</b>	<b>-20,824</b>	<b>-3,821</b>
<b>Total Special Schools</b>	<b>-21,337</b>	<b>55,838</b>	<b>34,501</b>
<b>Total All Schools</b>	<b>4,831,310</b>	<b>-3,000,000</b>	<b>1,831,310</b>

- It should be noted that the budgeted in-year movement does not recognise any additional income (grant & other compensation) that schools may receive during the financial year. There is currently no basis for anticipating this for 2017/18 though Newport Schools have received c£1m in each of the last 2 years;
- The Chief Education Officer has agreed licensed deficits for 7 schools and officers continue to work with these schools to develop deficit recovery plans, where appropriate.

### **(2) USE OF RESERVES**

14. Appendix 3 illustrates the planned movements in reserves throughout the year. Cabinet should note the opening balance as at 31<sup>st</sup> March 2017, forecasted planned transfers in/ (out) of reserves in 2017/18 and the forecast balance as at 31<sup>st</sup> March 2018. Current projections suggest

that 21% (nearly £23m) of the Councils reserve will be used by the end of the financial year – in line with either the original budget set, expenditure agreed in year funded from reserves (mainly capital spend; agreed as part of the on-going monitoring of the capital programme) or known events and issues flagged up in this report e.g. schools overspending. The following points are important to note:

- apart from the general reserves, all reserves are earmarked for specific purposes;
- the general reserve is at the minimum level required (£6.5m) representing 2.5% of the overall net budget;
- most earmarked reserves are allocated to specific projects, with spending plans in place and already in progress, with the exception of:
  - (i) invest to save
  - (ii) capital expenditure
  - (iii) capital receipts – can only be used for capital purposes
  - (iv) welsh language
  - (v) city economic development

**(3) PROGRESS ON SPENDING CABINET’S ONE-OFFSPENDING PRIORITIES FROM 2016/17 UNDERSPEND**

15. Cabinet has previously approved the creation of a £1.5m investment reserve from the 2016/17 planned underspend. This is held in a specific reserve and drawn down to fund expenditure on key priority areas. The following is a summary of progress.

	£'000
Investment reserve	£1,500
Streetscene	(£300)
RIH	(£293)
Corporate	(£89)
Balance remaining	£818

**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?
Risk of overspending	H	M	Regular forecasting and strong financial management  Revenue budget contingency	
Poor	M	M	Better forecasting in non-	AHoF

forecasting			service areas where large variances occurred in 16/17	
			Review and refinement in service areas risk based predictive models	SFBP's and budget managers
			CX/HoF setting out clear expectations	CX / HoF

\* Taking account of proposed mitigation measures

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

Strong financial management underpins services and medium term financial planning.

### **Options Available and considered**

In terms of the financial position and financial management, there are no options – further in year mitigation and lower spending, from the already agreed non-essential spending controls is required to ensure that the Council brings about an overall balanced budget.

### **Preferred Option and Why**

As noted above, there are no options. Robust implementation of the non-essential spending controls is required to manage the overall budget.

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

The current forecast points towards significant financial pressures in 2017/18 in a few key areas. Non-service area underspending has been essential to ensure that the overall budget is managed as current service area overspending significantly outweighs the revenue budget contingency available. The on-going availability of these, at current levels, cannot be guaranteed and is an on-going risk.

It will be important that longer term plans are put in place to both control and stabilise the key issues causing over-spending. Therefore, in the meantime, short term budget mitigation will continue to be needed, including from non-service areas wherever possible.

The current areas of service area overspending have continued from similar patterns in 2016/17 but have worsened considerably. This represents a potential financial resilience risk to the Council if the position is not permanently rectified in the longer term.

### **Comments of Monitoring Officer**

There are no direct legal issues coming from of this report

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

The report on the revenue monitor does not show any specific staffing issues, although clearly issues will arise if robust monitoring and management of budgets does not take place.

### **Comments of Cabinet Member**

The current financial position is concerning and we need all Cabinet Members with Heads of Service to ensure robust implementation of the current non-essential spending controls.

## **Local issues**

N/A

## **Scrutiny Committees**

N/A

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

N/A

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

N/A

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

This update is against a backdrop of prolonged pressure on public services as a combination of reduced income, rising demands on services, increased expectations, compliance with new legislation and the increasing costs of running services which has seen the delivery of significant budget savings over the last five years. Any future reductions in funding will need to reflect and be consistent with the five principles underpinning the Wellbeing of Future Generation (Wales) Act 2015.

## **Consultation**

N/A

## **Background Papers**

Dated:

Appendix 1	Revenue Summary Monitor – September 2017
Appendix 2	Overall Budget Monitoring Dashboard
Appendix 3	Planned Movements in Reserves
Appendix 4	Invest to Save funds requiring approval



**APPENDIX 1 – Revenue Summary Monitor (September 2017)**

Summary Revenue Budget				
	Apr-17	Current	Projection	(Under)/Over
2017/2018	Approved Budget	Budget		
	£'000	£'000	£'000	£'000
<b>PEOPLE</b>				
Children & Young People	21,027	21,068	22,672	1,604
Adult & Community Services	41,408	41,070	41,216	146
Education	14,859	14,878	15,464	586
Schools	90,297	90,297	93,297	3,000
	<b>167,591</b>	<b>167,313</b>	<b>172,649</b>	<b>5,336</b>
<b>PLACE</b>				
Regeneration, Investment & Housing	9,526	9,194	9,388	194
Streetscene & City Services	17,465	17,847	18,090	243
	<b>26,991</b>	<b>27,041</b>	<b>27,478</b>	<b>437</b>
<b>CHIEF EXECUTIVE</b>				
Directorate	557	557	585	28
Finance	2,719	2,719	2,665	(54)
People & Business Change	6,232	6,321	6,288	(33)
Law & Regeneration	6,493	6,524	6,494	(30)
	<b>16,001</b>	<b>16,121</b>	<b>16,032</b>	<b>(89)</b>
<b>CAPITAL FINANCING COSTS &amp; INTEREST</b>				
Capital Financing Costs MRP	11,032	9,677	9,677	-
Interest Payable	9,085	9,085	9,246	161
Interest Receivable	(37)	(37)	(37)	-
Investment Props	-	-	-	-
PFI	8,315	8,315	8,315	-
	<b>28,395</b>	<b>27,040</b>	<b>27,201</b>	<b>161</b>
<b>SUB TOTAL - SERVICE/CAPITAL FINANCING</b>	<b>238,978</b>	<b>237,515</b>	<b>243,360</b>	<b>5,845</b>
<b>CONTINGENCY PROVISIONS</b>				
General Contingency	1,473	1,473	1,473	-
Restructuring / Other Savings	-	-	-	-
Centralised Insurance Fund	570	570	570	-
Non Departmental Costs	5	5	5	-
Other Income & Expenditure	4,489	4,911	5,289	378
	<b>6,537</b>	<b>6,959</b>	<b>7,337</b>	<b>378</b>
<b>LEVIES / OTHER</b>				
Discontinued Operations - pensions	1,576	1,576	1,512	(64)
Levies - Drainage Board, Fire service etc	8,207	8,207	8,216	9
Non distributed grants	-	-	-	-
CTAX Benefit Rebates	12,073	12,073	10,796	(1,277)
Extraordinary Items	-	-	-	-
Charity Rate Relief	-	-	-	-
	<b>21,858</b>	<b>21,858</b>	<b>20,526</b>	<b>(1,332)</b>
<b>TRANSFERS TO/FROM RESERVES</b>				
Base budget - Planned Transfers to/(from) Reserves	(1,001)	40	40	-
Earmarked reserves: Queensbury Loan			-	-
Earmarked reserves: Transfer to/(from) Capital			-	-
Earmarked reserves: Transfer to/(from) Schools			(3,000)	(3,000)
Earmarked reserves: Transfer to/(from) Schools Redundancy			-	-
Invest to Save Reserve			1,444	1,444
Invest to Save Reserve (from)			(1,444)	(1,444)
	<b>(1,001)</b>	<b>40</b>	<b>(2,960)</b>	<b>(3,000)</b>
<b>TOTAL</b>	<b>266,372</b>	<b>266,372</b>	<b>268,263</b>	<b>1,891</b>
<b>Funded by</b>				
WAG funding (RSG & NNDR)	(208,250)	(208,250)	(208,250)	-
Council Tax	(58,122)	(58,122)	(58,122)	-
Council Tax Surplus			(793)	(793)
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>1,098</b>	<b>1,098</b>

## **APPENDIX 2 – Budget Monitoring Dashboard**

Attached:

- Overall Council dashboard

### APPENDIX 3 – Planned Movement in Reserves

Reserve	Balance at 31-Mar-17	Planned movements in year												Balance at 31-Mar-18
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	£'000													
Council Fund:	(6,500)													(6,500)
Balances held by schools for future use	(4,831)												3,000	(1,831)
<b>Earmarked Reserves:</b>														
Pay Reserve	(1,418)													(1,418)
Music Service	(167)													(167)
Insurance Reserve	(1,706)													(1,706)
MMI Insurance Reserve	(602)												300	(302)
Health & Safety	(16)												16	-
Education Achievement Service	(92)													(92)
Schools Redundancies	(708)												708	-
Friars Walk	(9,985)												3,750	(6,235)
NEW - European Funding I2A & CFW	(79)													(79)
NEW - Metro Bus	(9)												9	-
<b>SUB TOTAL - RISK RESERVES</b>	<b>(14,782)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,783</b>	<b>(9,999)</b>
Capital Expenditure	(5,817)												2,304	(3,513)
Invest to Save	(11,050)												1,444	(9,606)
Super Connected Cities	(670)												120	(550)
Landfill (fines reserve)	(345)													(345)
Christmas Lights	(15)												15	-
Usable Capital Receipts	(11,742)												8,726	(3,016)
<b>SUB TOTAL - ENABLING RESERVES</b>	<b>(29,638)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,609</b>	<b>(17,029)</b>
STEP School Computers	(473)												100	(373)
Municipal Elections	(154)												100	(54)
Local Development Plan	(572)												(59)	(631)
Glan Usk PFI	(1,499)													(1,499)
Southern Distributor Road PFI	(44,515)												212	(44,303)
<b>SUB TOTAL - SMOOTHING RESERVES</b>	<b>(47,214)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>353</b>	<b>(46,861)</b>



**APPENDIX 4 – Invest to Save Funds requiring Approval**

<b>Invest to Save Scheme Description</b>	<b>2017/18 £'000</b>
To review the Private Finance Initiatives (PFI) for both the Southern Distributor Road (SDR) and Glan Usk school	9
Communities First redundancy payments following reduced grant funding	196
<b>Total Invest to Save to be approved</b>	<b>205</b>

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# Budget Monitoring Position – September 2017

## Newport City Council

OVERALL NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	266,371	266,372	266,372	266,372	266,373	266,372	266,372	266,372	266,372	266,372	266,372	266,372
Forecast (£'000)	266,371	269,505	270,764	270,863	270,671	270,470	270,470	270,470	270,470	270,470	270,470	270,470
Transfer (to) Schools Balances (£000)	0	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Variance (£'000)	0	133	1,393	1,491	1,298	1,098	1,098	1,098	1,098	1,098	1,098	1,098

### Analysis of Variances by Directorate:

PEOPLE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	167,591	167,313	167,313	167,313	167,313	167,313	167,313	167,313	167,313	167,313	167,313	167,313
Forecast (£'000)	167,591	171,697	172,688	173,049	172,638	172,649	172,649	172,649	172,649	172,649	172,649	172,649
Transfer (to) Schools Balances (£000)	0	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
Variance (£'000)	0	1,384	2,376	2,736	2,325	2,336	2,336	2,336	2,336	2,336	2,336	2,336

PLACE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	26,991	26,886	27,041	27,041	27,041	27,041	27,041	27,041	27,041	27,041	27,041	27,041
Forecast (£'000)	26,991	27,868	28,154	27,979	27,793	27,478	27,478	27,478	27,478	27,478	27,478	27,478
Variance (£'000)	0	982	1,113	938	752	437	437	437	437	437	437	437

CORPORATE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	16,001	16,032	16,121	16,121	16,121	16,121	16,121	16,121	16,121	16,121	16,121	16,121
Forecast (£'000)	16,001	16,020	16,122	16,094	16,053	16,032	16,032	16,032	16,032	16,032	16,032	16,032
Variance (£'000)	0	(12)	1	(27)	(68)	(89)	(89)	(89)	(89)	(89)	(89)	(89)

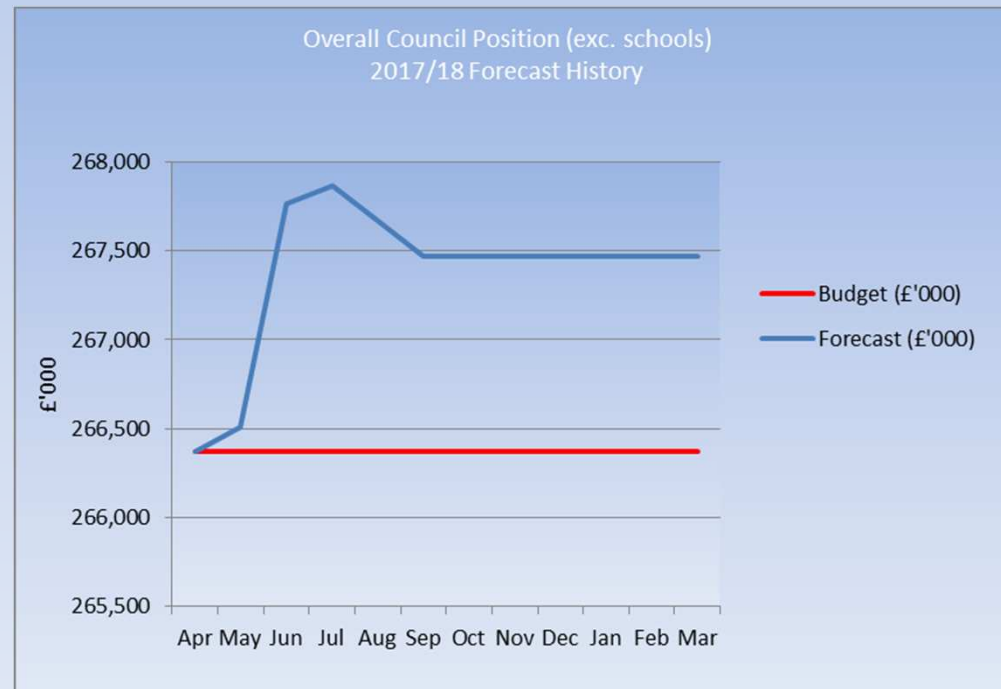
# Budget Monitoring Position – September 2017

## Newport City Council

### Analysis of Variances Non Service Areas:

CAPITAL FINANCING & INTEREST	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	28,395	27,195	27,040	27,040	27,040	27,040	27,040	27,040	27,040	27,040	27,040	27,040
Forecast (£'000)	28,395	26,912	26,912	26,912	26,893	27,040	27,040	27,040	27,040	27,040	27,040	27,040
Variance (£'000)	0	(283)	(128)	(128)	(147)	0	0	0	0	0	0	0

NON SERVICE NET POSITION	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	27,394	28,946	28,857	28,857	28,858	28,857	28,857	28,857	28,857	28,857	28,857	28,857
Forecast (£'000)	27,394	27,008	26,888	26,829	27,294	27,271	27,271	27,271	27,271	27,271	27,271	27,271
Variance (£'000)	0	(1,938)	(1,969)	(2,028)	(1,564)	(1,586)	(1,586)	(1,586)	(1,586)	(1,586)	(1,586)	(1,586)





# Budget Monitoring Position – September 2017

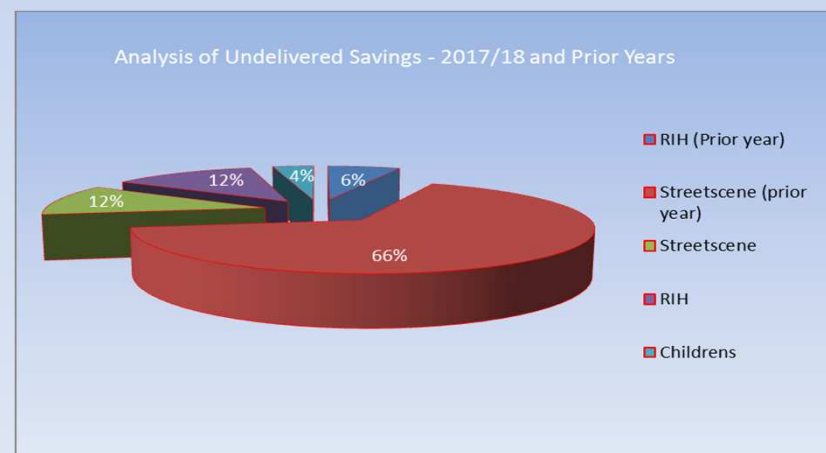
## Newport City Council

### Key Elements of Budget Variances:

OVERALL STAFFING	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	56,969	56,969	57,033	56,995	55,887	54,433	54,433	54,433	54,433	54,433	54,433	54,433
Forecast (£'000)	56,969	56,636	56,822	56,197	54,968	53,380	53,380	53,380	53,380	53,380	53,380	53,380
Variance (£'000)	0	(334)	(210)	(798)	(919)	(1,053)	(1,053)	(1,053)	(1,053)	(1,053)	(1,053)	(1,053)

OVERALL DELIVERY OF MTRP SAVINGS	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
MTRP Target (£'000)	5,575	5,575	5,575	5,575	5,725	5,725	5,725	5,725	5,725	5,725	5,725	5,725
Savings Realised (cumulative) (£'000)	5,395	5,395	5,167	5,254	5,568	5,568	5,518	5,518	5,518	5,518	5,518	5,518
Variance (£'000)	180	180	408	321	157	157	207	207	207	207	207	207
Undelivered Savings from previous years (£'000)		531	489	584	616	616	366	366	366	366	366	366
FIP Reconciliation period		MAY	JUN	JUL	AUG	SEPT						

\* Undelivered savings from previous years relate to Place portfolio



# Budget Monitoring Position – September 2017

## Newport City Council

### Other key budget variances:

*Children's out of area residential placements - **£2,092kk overspend**. The budget can afford 16 placements at an average cost of £2.5k (based on 16/17 averages). The service has supported up to 22 placements thus financial year, one of which is at a cost of £8k per week.*

*Education – Special Educational Needs - **£1,049k overspend**.*

*Adults community care packages - **£255k overspend** (this includes an in year benefit of £608K of consequential funding from Welsh Government). The gross overspend is, therefore, £863k.*

*Savings on CTax benefit rebates – lower number of claimants - **£1,277k underspend**.*

*Savings on CTax surplus – housing growth - **£793k underspend**.*

The forecast for schools shows a significant movement from school reserves (£3,000k). A summary of schools funding and reserve movements has been included below:

### Schools

School	School Balance as at 31/3/2017	Estimated in-year Surplus / -Deficit 2017/18	Estimated School Balance as at 31/3/18
<b>Total Secondary Schools</b>	<b>1,682,623</b>	<b>-1,788,653</b>	<b>-106,030</b>
<b>Total Primary Schools</b>	<b>3,153,021</b>	<b>-1,246,361</b>	<b>1,906,660</b>
<b>Total Nursery Schools</b>	<b>17,003</b>	<b>-20,824</b>	<b>-3,821</b>
<b>Total Special Schools</b>	<b>-21,337</b>	<b>55,838</b>	<b>34,501</b>
<b>Total All Schools</b>	<b>4,831,310</b>	<b>-3,000,000</b>	<b>1,831,310</b>

It should be noted that the budgeted in-year movement does not recognise additional income (grant & other compensation) that schools may receive during the financial year. Based on historic trends this could be in the region of £1m, therefore, bringing the in year movement down to £2,000k.



# Report

## Cabinet

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### Part 1

Date: 15 November 2017

**Subject** Capital Programme Monitoring and Additions September 2017

**Purpose** To submit to Cabinet for approval, requests for new capital schemes to be added to the Council's Capital Programme.

To update Cabinet on current spending against the Capital Programme schemes highlighting the forecast outturn position for the programme as at September 2017.

**Author** Senior Finance Business Partner (Capital)

**Ward** All Wards

**Summary** The report requests that new schemes be added to the programme.

The report also updates Cabinet on the current capital expenditure position as at the end of September 2017 along with the forecast outturn for 2017/18. The net effect of the forecasts provided shows an overall Authority-wide underspend variance of £4,083k against the budget of £46,792k. This includes forecast slippage of budget into 2018/19 to the value of £1,717k, giving a true forecast underspend of £2,366k.

The report also updates Cabinet on the current position regarding capital receipts. To date £770k has been received in-year (excluding JV receipts), which is a significant step towards the total £1,000k estimated to be achieved by the end of this financial year.

**Proposal** To approve the additions to the Capital Programme requested in the report.

To note the capital expenditure forecast position as at September 2017.

To note the balance of and approve the allocation of in-year capital receipts.

**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

- 2017/18 is the final year of the current four-year capital programme originally approved by Council in February 2014 at an overall cost of £80.551 million. Over time, a number of changes have been made to the programme due to emerging developments, re-evaluation of priorities and the availability of specific funding sources; these changes have been reported to and approved by Cabinet on a quarterly basis over the past three years. The total budget for the period as a whole now stands at £132.165 million. The table below summarises the changes made to date:

Report	2014/15 £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's	Total £000's
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	
<b>Original Programme</b>	42,619	12,222	11,414	14,296	80,551
	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	
<b>Capital Programme Outturn Report 14/15</b>	27,197	39,993	27,813	20,063	115,066
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	
<b>Capital Programme Outturn Report 15/16</b>	27,197	25,783	42,137	18,198	113,315
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	
<b>Capital Programme Outturn Report 16/17</b>	27,197	25,783	32,393	39,456	124,829
<b>Capital Programme Monitoring &amp; Additions Report July 2017</b>	27,197	25,783	32,393	43,312	128,685
<b>This Report</b>	27,197	25,783	32,393	46,792	132,165

## Changes to the approved Capital Programme

- The changes to the capital programme identified in this report have increased the overall size of the current year programme by £3,480k since reported in September 2017. The capital budget changes and their associated funding are listed in Appendix A and are requested to be approved by Cabinet, whilst Appendix B shows the revised capital programme for 2017/18 including the proposed changes. These changes are summarised in the paragraphs below.
- Lliswerry High IT Replacement (£62k)** – the school have identified a need to replace their hardware and have evaluated various leasing and purchasing options. The preferred solution is an outright purchase funded via capital borrowing, to be repaid by the school over 5 years (including current year) from within their existing delegated revenue budget for IT.
- School Asset Improvements (£65k)** – there are 18 successful schools sharing the £1,100k reserve funding, as per the previous capital monitoring report presented to Cabinet in September 2017. A number of schools have identified additional match funding for their individual schemes; the first of which is Tredegar Park Primary, who are utilising £65k of S106 monies in this financial year (with a further £223k to be added in 2018/19).
- 21CS Replacement of Demountables (-£28k)** – following use of S106 monies at Langstone Primary School in 2016/17 the remaining budget for this project is to be reduced accordingly.
- Asset Maintenance (£90k)** – following reconciliation with Newport Norse, the agreed budget for the asset capital maintenance programme now stands at £1,503k, which is an increase of £90k compared to the figure previously reported.
- National Cyber Academy (£300k)** – as per the report 'Agreement on the protocol for JV monies between WG and NCC' presented to Cabinet in June 2017, a payment of £300k from the capital

receipts is being made to Welsh Government in order to facilitate their contribution to the USW National Cyber Academy and digital hub project.

- **Information Station: NSA Enabling (£575k)** – a contribution is to be made from the JV monies as part of the lease agreement with Cardiff University for the occupation of the Information Station as the home of the National Software Academy.
- **Central Library Structural Safety Works (£400k)** – the report 'Use of 2016/17 Underspend', approved by Cabinet in March 2017, authorised the use of available reserves towards the works required at Central Library.
- **123-129 Commercial Street Flying Start (£1,246k)** – the redevelopment of this property was an identified project within the Vibrant & Viable Places programme for 2016/17 but due to cost and timing issues it had to be deferred. This project is now being progressed in partnership with WG and Pobl Group, and requires a NCC contribution to the total cost of the scheme as per the report presented to Cabinet in September 2017. This will be funded via a combination of JV capital receipts, capital works reserve, S106 monies, and NCC capital receipts (instead of the on-lending facility previously proposed, as this is a more appropriate and efficient method).
- **Replacement of Council Chamber Audio System (£68k)** – the current hard wired system has reached the end of its useful life, so options have been explored for a replacement to allow the Council to conduct meetings in the Council Chamber and also broadcast publicly as required. A wireless audio visual system is to be installed shortly as the preferred solution.
- **Substance Misuse Action Fund (£294k)** – NCC acts as an agent, administering this grant on behalf of WG, who provide full funding for applicable schemes annually. Four schemes have been approved for 2017/18.
- **Centrica Lodge Improvements (£337k)** – approval has been given for improvement works to Centrica Lodge care home via Integrated Care Fund grant, administered by Aneurin Bevan UHB.
- **Children & Looked After Young People Caravan (£26k)** – the existing caravan, a respite and holiday resource property for children and young people to promote their physical and emotional wellbeing, is in need of replacement. An investment of £26k, net of part exchange of the existing property, is required as a one-off to purchase a replacement caravan.
- **Telford Depot CCTV (£25k)** – following unsatisfactory internal audit reports regarding the security of the depot site, there is a need for a new CCTV and alarm system. The 24/7 monitoring of the system will be the responsibility of the Council's central CCTV Control Room and, together with maintenance costs, will incur an ongoing revenue charge to Streetscene of £6k per annum, to be met from existing budgets.
- **Home Farm Playground Facility (£20k)** – there is a need for improved playground provision in the Caerleon area. This scheme will utilise S106 monies in order to ensure the local community can benefit from improved play facilities, which have been absent since May 2016. Ongoing maintenance costs for the site will be met within existing Parks services budgets.

## 2017/18 Capital Expenditure Position as at September 2017

- The 2017/18 capital programme allocation now totals £46,792k. Capital expenditure incurred up to the end of September 2017 totalled £13,231k – which is 28.3% of the overall budget. Whilst this seems low, it is appreciated that a significant level of capital expenditure tends to be incurred in the third and fourth quarters of the financial year. This has been the trend for many years and is often unavoidable, for example where a grant awarding body provides notification of funding in the latter

half of the financial year, there is increased pressure for NCC officers to complete schemes by 31<sup>st</sup> March.

- Project managers will be expected to continue controlling their schemes robustly and monitor them closely to ensure accurate forecasting continues. Poor or inaccurate forecasting is unhelpful for future planning, particularly at the current time as the funding envelope for the next medium term capital programme is in the midst of being developed and will be finalised in the coming months.
- The forecast outturn position for the 2017/18 programme is currently estimated to be £42,709k (91.3% of available budget) as detailed in the following table. An update on the headline/ high value schemes is provided in the next section; Appendix B summarises the progress on the remainder of this year's programme.

<b>Service Area</b>	<b>Approved Budget 2017/18</b>	<b>Forecast Outturn</b>	<b>Variance: Slippage</b>	<b>Variance: (Under)/ Over Spend</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Education</b>	<b>27,411</b>	<b>26,610</b>	<b>(850)</b>	<b>49</b>
<b>Regeneration, Investment &amp; Housing</b>	<b>10,865</b>	<b>10,277</b>	<b>(663)</b>	<b>75</b>
<b>People &amp; Business Change</b>	<b>2,777</b>	<b>511</b>	<b>0</b>	<b>(2,266)</b>
<b>Law &amp; Regulation</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>0</b>
<b>Adult &amp; Community Services</b>	<b>826</b>	<b>833</b>	<b>0</b>	<b>7</b>
<b>Children &amp; Young People Services</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>0</b>
<b>Streetscene &amp; City Services</b>	<b>4,881</b>	<b>4,446</b>	<b>(204)</b>	<b>(231)</b>
<b>TOTAL</b>	<b>46,792</b>	<b>42,709</b>	<b>(1,717)</b>	<b>(2,366)</b>

## Update on Headline/ High Value Schemes

### Education

- Within the 21<sup>st</sup> Century Schools Band A Programme, four of the original six project streams remain ongoing: Demountable Replacement, Caerleon Lodge Hill Primary, Special Education Needs (comprising the ASD Facility and the Maes Ebbw Special School expansion), and Ysgol Gyfun Gwent Is Coed (YGGIC)/ John Frost School. All works are complete in relation to the Nursery and Welsh-medium Primary programmes. Works continue to progress with the YGGIC/ John Frost School project on schedule to be complete by spring 2018.
- The Caerleon Lodge Hill Primary rebuild has experienced a slight delay due to the second stage tender being submitted by the contractor at a value higher than the current available budget. A value engineering exercise is currently being undertaken, and a Final Business Case with finalised costs is due to be submitted to WG shortly. Planning permission has been granted, and the building works should now commence on site in November 2017 with completion anticipated by October 2018. Currently the tender has come in at £400k over budget, we will be working with WG to ascertain whether further match funding will be available, in the meantime a further £400k will need to be built into the 2018/19 programme which is currently being developed and will be approved at the February 2018 Cabinet meeting alongside the budget report.

- Newport's first ASD School, Ysgol Bryn Derw, opened in September 2017 with the tender and planning process due to commence shortly for the 7 classroom extension at Maes Ebbw Special School.
- The Demountable Replacement Programme is due to be completed by the end of the year with Langstone Primary receiving a 4 classroom extension including a nursery being completed in November 2017 and Pentrepoeth Primary receiving a 2 classroom extension which will also include a nursery classroom. The nursery classroom at Pentrepoeth will open in January 2018.

### **Regeneration, Investment and Housing**

- Civic Centre/ Info Station Relocations – works have commenced and are ongoing, with full spend of the £1,500k budget expected to be achieved before the end of the financial year.
- The Renovation Grants budget, currently split between Disabled Facilities Grants (£1,136k) and Safety at Home (£300k) but can be flexed between each other as necessary, is forecast to be fully spent this year in accordance with demand. The DFG budget is enhanced yet again by the ENABLE Support for Independent Living grant (£187k) awarded by Welsh Government.
- Following full reconciliation of the Asset Maintenance budget of £1,504k, works are progressing according to the priority schedule controlled by Norse, with costs expected to be fully processed by the end of the financial year.

### **People and Business Change**

- The IT System & Equipment Replacement Programme remains ongoing, with full spend of the £225k budget forecasted.

### **Law and Regulation**

- CCTV Monitoring Service – this scheme has completed, with final costs due to be processed shortly.

### **Adult and Community Services**

- Both the Telecare Service Equipment and GWICES schemes are progressing as planned.

### **Children and Young People Services**

- The purchase of a new respite caravan is now taking place as described earlier in this report.

### **Streetscene and City Services**

- Fleet Replacement Programme – vehicle purchases are progressing well, with £500k currently remaining to be spent against the budget of £2,077k this year.
- The 2017/18 grant allocations for Local Transport Fund and Road Safety Capital are forecast to be fully spent by the end of the financial year, as works continue.

### **Update on Capital Receipts**

- Capital receipts continue to be earmarked for use as match funding for the 21<sup>st</sup> Century Schools Programme as per current Cabinet policy, with a current balance of £10.9m available as at the end of September 2017. Of this, circa £8m is estimated to be required for the remainder of 21CS Band A up to the end of 2018/19. The new capital programme currently being developed will include proposals

for the use of remaining receipts beyond the current commitment, as part of the overall funding envelope available to the Council.

- Norse Property Services anticipate that a further £300k of capital receipts on property disposals should be achieved by the end of the financial year, in addition to the sums already received as per the table below.

Asset Disposed	Receipts Balance b/f	Receipts Received in Year	Total Available Receipts 2017/18	Receipts Earmarked For:	
				21st Century Schools	Fleet Replacement Programme
	£	£	£	£	£
Balance b/f from 2016/17	10,132,291		10,132,291	10,125,907	6,384
16 Charles Street		250,000			
Cot Farm Circle		390,000			
Land at Corporation Road		100,000			
Oliphant Circle Garages		30,000			
<b>TOTAL NCC RECEIPTS</b>	<b>10,132,291</b>	<b>770,000</b>	<b>10,902,291</b>	<b>10,895,907</b>	<b>6,384</b>

- The table below shows capital receipts held for Newport Unlimited, which are attributable to the previous joint arrangement between Newport City Council and Welsh Government. As previously reported to Cabinet, these funds are earmarked for city centre regeneration and require WG approval to spend. Positive dialogue between senior officers and WG officials is ongoing.

Capital Receipts Held for Newport Unlimited	Balance b/f	Receipts Received in Year	Currently Committed to Projects	Balance c/f
	£	£	£	£
Balance b/f from 2016/17	1,609,376			1,609,376
Land at old Town Dock final instalment		1,000,000		1,000,000
Commitments earmarked this year			(1,175,000)	(1,175,000)
<b>TOTAL NU RECEIPTS</b>	<b>1,609,376</b>	<b>1,000,000</b>	<b>(1,175,000)</b>	<b>1,434,376</b>

## 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	M	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



			issues are now being dealt with through a specific programme allocation.	of Finance
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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

- To approve the changes to the Capital Programme and note the monitoring position as set out in the report, including the use of capital receipts.
- The Cabinet has the option not to put forward some or all of the changes to the Capital Programme set out in the report.

## Preferred Option

- To approve the changes to the Capital Programme and note the monitoring position as set out in the report, including the use of capital receipts.

## Comments of Chief Financial Officer

Financial issues are reported in the main body of the report. This is an important year as the development of the new capital programme beginning 2018/19 requires the Council to estimate slippage from the current year into 2018/19 so that appropriate revenue budget cover to deal with any borrowing costs are dealt with. Forecasting and delivery of the programme is therefore more important this year as it ever has been.

The forecast outturn position will continue to be monitored on a monthly basis.

## 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  
Capital Programme Outturn 2016/17 – June 2017  
Capital Programme Monitoring and Additions Report – September 2017

Dated: 28<sup>th</sup> September 2017

## APPENDIX A – Changes to the Approved Capital Programme

Scheme	Total Cost £000	External Grant £000	Prudential / Unsupp'd Borrowing £000	Capital Receipts £000	S106/ Other Conts £000	Revenue Contrib'n £000	Reserves £000	Comment/ Revenue Budget Implication
Liswerry High IT Replacement	62		49			13		School to pay for borrowing from existing delegated revenue budget for IT
School Asset Improvements	65				65			S106 funding to supplement budget approved by Cabinet in March 2017
Asset Maintenance	90		90					Amended following reconciliation of budget
Central Library Structural Works	400						400	Approved by Cabinet March 2017
Information Station NSA Enabling	575			575				Expenditure as agreed by WG
123-129 Commercial St	1,246			500	446		300	NCC contribution to project as agreed with WG
National Cyber Academy (WG)	300			300				Expenditure as agreed by WG
Council Chamber Audio System	68		68					MRP cost circa £9.6k p.a. for 7 years
Centrica Lodge Improvements	337	337						Intermediate Care Fund grant
Substance Misuse Action Fund	294	294						Approved allocation for 2017/18
Children & Looked After Young People Caravan	26		26					MRP cost circa £1.5k p.a. for 17 years
Telford Depot CCTV	25		25					MRP cost circa £2.5k p.a. for 10 years
Home Farm Playground Facility	20				20			No revenue implication
REDUCED: 21CS Replacement of Demountables	(28)				(28)			Adjusted following 2016/17 expenditure
<b>TOTAL</b>	<b>3,480</b>	<b>631</b>	<b>258</b>	<b>1,375</b>	<b>503</b>	<b>13</b>	<b>700</b>	

## APPENDIX B – Capital Expenditure as at September 2017

SCHEME	BUDGET 2017/18	ACTUAL 2017/18	FORECAST OUTTURN	NOTIONAL CHARGE	TOTAL VARIANCE	SLIPPAGE	(UNDER)/ OVER SPEND	COMMENT
<b>EDUCATION</b>								
STEP	166	25	166		0	0	0	Full spend anticipated by the end of 17/18 subject to need.
St Andrews Primary 3FE Works	174	103	174		0	0	0	Full spend and scheme completion anticipated by the end of 17/18.
21C Schools - School Reorganisation - Lodge Hill New Build	3,853	342	3,853		0	0	0	Scheme progressing, detailed costings currently being determined.
21C Schools - Ysgol Gyfun Gwent Is Coed / John Frost School	13,751	8,492	13,751		0	0	0	Scheme progressing on schedule and due to complete by end of 17/18.
21st Century Schools - Special Sector Maes Ebbw	1,650	53	800		(850)	(850)	0	Scheme commenced.
21st Century Schools - Replacement of Demountable	2,376	1,321	2,275		(101)	0	(101)	Projects completing soon, underspend anticipated.
John Frost School - Additional Funding	3,978	272	3,978		0	0	0	Works ongoing as part of main project above.
Jubilee Park Primary FF&E	385	144	385		0	0	0	Full Spend by March 18. Possible £20K underspend subject to confirmation.
Bassalegh High School – CCTV	50	0	50		0	0	0	Scheme complete, costs now being processed.
High Cross Primary - IT Refresh	28	28	28		0	0	0	Fully Spent
Caerleon Comp IT Replacement	373	373	373		0	0	0	Fully Spent
Llswerry High IT Replacement	62	62	62		0	0	0	Fully Spent
School Asset Improvements	565	0	565		0	0	0	New scheme. Full Spend expected.
Prior Year Scheme Accruals	0	4	150		150	0	150	Prior year retentions waiting to be paid, overspend forecast relates to fitout of Ysgol Bryn Derw.
<b>Subtotal Education</b>	<b>27,411</b>	<b>11,219</b>	<b>26,610</b>	<b>0</b>	<b>(801)</b>	<b>(850)</b>	<b>49</b>	
<b>REGENERATION, INVESTMENT &amp; HOUSING</b>								
Gypsy/ Traveller Site Development	2,724	(110)	2,724		0	0	0	Scheme ongoing.
City Centre Redevelopment CPO Schemes	66	141	141		75	0	75	CPOs now all settled, resulting in an overspend against budget.
Renovation Grants (DFGs, Safety at Home)	1,569	401	1,569		0	0	0	Scheme progressing as planned.
ENABLE Adaptations Grant	187	57	187		0	0	0	Scheme progressing as planned.
HLF Market Arcade	181	45	181		0	0	0	Scheme progressing as planned.
Asset Management	1,504	0	1,504		0	0	0	Scheme progressing as planned.

SCHEME	BUDGET 2017/18	ACTUAL 2017/18	FORECAST OUTTURN	NOTIONAL CHARGE	TOTAL VARIANCE	SLIPPAGE	(UNDER)/ OVER SPEND	COMMENT
Flying Start	20	0	20		0	0	0	Slippage from 16/17 - Small NCC allocation to cover additional works to grant funded projects.
Flying Start Grant 17/18	196	0	196		0	0	0	Both projects progressing as planned.
Central Library Structural Safety Works	679	4	16		(663)	(663)	0	Only scaffolding costs, further progress unlikely this year.
Indoor Market Facilities Improvements	50	0	50		0	0	0	Scheme progressing as planned, full spend forecast.
Civic Centre / Info Station Service Relocations	1,500	2	1,500		0	0	0	Scheme commenced.
Info Station NSA Enabling	575	0	575		0	0	0	New scheme.
123-129 Commercial Street (Pobol Regen)	1,246	0	1,246		0	0	0	New scheme.
National Cyber Academy (WG)	300	300	300		0	0	0	New scheme, spend complete.
Replacement of Council Chamber audio system.	68	0	68		0	0	0	New scheme.
Prior Year Scheme Accruals	0	(797)	0		0	0	0	Prior year retentions waiting to be paid.
<b>Subtotal Regeneration, Investment &amp; Housing</b>	<b>10,865</b>	<b>44</b>	<b>10,277</b>	<b>0</b>	<b>(588)</b>	<b>(663)</b>	<b>75</b>	
<b>PEOPLE &amp; BUSINESS CHANGE</b>								
Replacement of High Volume Printing & Copying Machines	210	0	210	210	0	0	0	3 year lease @ £70k per annum.
IT System & Equipment replacement	225	20	225		0	0	0	Allocation for 2017/18 to be spent as required, ongoing.
Corporate EDMS Roll Out	13	0	13		0	0	0	Full spend anticipated this year.
Members IT Refresh	44	39	39		(5)	0	(5)	Scheme complete, expecting further IT Recharges - underspend anticipated.
Implementation of HR Self Serve	85	0	24		(61)	0	(61)	Nearing completion underspend forecast.
Amount Reserved for Change & Efficiency Programme	2,200	0	0		(2,200)	0	(2,200)	Schemes yet to be identified. Will need to consider in new programme.
<b>Subtotal People &amp; Business Change</b>	<b>2,777</b>	<b>59</b>	<b>511</b>	<b>210</b>	<b>(2,266)</b>	<b>0</b>	<b>(2,266)</b>	
<b>LAW AND REGULATION</b>								
CCTV - 24/7 Team - Development of CCTV Monitoring Service	6	0	6		0	0	0	Scheme complete, final costs to be paid.
<b>Subtotal Law &amp; Regulation</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>ADULT &amp; COMMUNITY SERVICES</b>								
Telecare Service Equipment	30	3	30		0	0	0	Annual allocation 17/18 - full spend forecast.

SCHEME	BUDGET 2017/18	ACTUAL 2017/18	FORECAST OUTTURN	NOTIONAL CHARGE	TOTAL VARIANCE	SLIPPAGE	(UNDER)/ OVER SPEND	COMMENT
Appliance/Equipment for Disabled	165	165	165		0	0	0	Scheme complete.
ICF Centrica Lodge Improvements	337	0	337		0	0	0	New scheme.
SMAF Capital 17-18	294	0	294		0	0	0	Award for 17/18 confirmed.
Prior Year Scheme Accruals	0	7	7		7	0	7	Prior year retentions completed at higher cost than previously accrued.
<b>Subtotal Adult &amp; Community Services</b>	<b>826</b>	<b>174</b>	<b>833</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>7</b>	
<b>CHILDREN &amp; YOUNG PEOPLE SERVICES</b>								
C + YP Looked After Caravan	26	0	26		0	0	0	New scheme.
<b>Subtotal Children &amp; Young People Services</b>	<b>26</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>STREET SCENE &amp; CITY SERVICES</b>								
Fleet Replacement Programme	2,077	1,578	2,077		0	0	0	Annual allocation 17/18 - full spend forecast.
Waste Disposal Site Finishing & Development Works	5	25	25		20	0	20	Scheme substantially complete.
Bus Station - City Centre Redevelopment	297	88	230		(67)	0	(67)	Works nearing completion, potential underspend.
Flood Risk Regulation Grant	26	17	26		0	0	0	Full spend expected.
Decommissioning of Public Toilets	20	0	0		(20)	(20)	0	Scheme yet to commence, likely to slip into 18/19.
Pye Corner Railway Station Development Works	50	0	50		0	0	0	Full spend of remaining WG funding anticipated this year on Japanese Knot Weed Treatment and Landscaping.
Highways Local Government Borrowing Initiative	68	0	68		0	0	0	Scheme now complete, final certificate due to be processed.
Highways Capitalised Maintenance (Annual Sums)	500	5	500		0	0	0	Annual allocation, ongoing.
Liswerry Recreation Ground Changing Rooms	188	7	187		(1)	(1)	0	Scheme ongoing.
Maplewood Play Area	225	9	41		(184)	0	(184)	Capital works completing, remaining S106 monies to be transferred to revenue maintenance over future years.
George Street/ Lower Dock Street Junction Improvements	75	0	75		0	0	0	Full spend this year anticipated on monitoring and additional upgrade works.
Peterstone Sewage Scheme	68	0	68		0	0	0	Scheme currently being developed further, additional budget likely to be required.
Cemetery Infrastructure Improvements	184	0	0		(184)	(184)	0	Unlikely to commence this year, slippage requested to 18/19.
Local Transport Fund 2017/18	1,049	18	1,049		0	0	0	Full spend expected.

SCHEME	BUDGET 2017/18	ACTUAL 2017/18	FORECAST OUTTURN	NOTIONAL CHARGE	TOTAL VARIANCE	SLIPPAGE	(UNDER)/ OVER SPEND	COMMENT
Road Safety Capital 2017/18	4	4	4		0	0	0	Full spend expected.
Telford Depot CCTV	25	0	25		0	0	0	New scheme.
Home Farm Playground Facility – Caerleon	20	0	20		0	0	0	New scheme.
Prior Year Scheme Accruals	0	(15)	0		0	0	0	Prior year retentions waiting to be paid.
<b>Sub total StreetScene &amp; City Services</b>	<b>4,881</b>	<b>1,734</b>	<b>4,446</b>	<b>0</b>	<b>(435)</b>	<b>(204)</b>	<b>(231)</b>	
<b>TOTAL COST OF PROGRAMME</b>	<b>46,792</b>	<b>13,231</b>	<b>42,709</b>	<b>210</b>	<b>(4,083)</b>	<b>(1,717)</b>	<b>(2,366)</b>	

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# Report

## Cabinet

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### Part 1

Date: 15 November 2017

**Subject** **Transporter Bridge Heritage Lottery Bid**

**Purpose** The purpose of this report is to seek Cabinet approval to submit a stage 1 Heritage Lottery bid for repairs, restoration and improvements to visitor facilities at the Transporter Bridge.

**Author** Culture and Continuing Learning Manager

**Ward** General

**Summary** The report sets the scope of the project that has been developed as a potential Heritage Lottery Bid. The key developments for which funding is sought include repairs to a number of structural elements of the Bridge, the restoration of the gondola, repainting, improvements to the site and interpretation and a new visitor centre. The project will also provide a programme of activities and events following the completion of the main phase of capital works.

The report concludes that further investment in repairs and maintenance will be necessary to maintain the Bridge as a safe structure, and Heritage Lottery funding offers the Council the opportunity of maximising the value of its investment. The grant applied for will be in the region of 10 million pounds. A sum of approximately £1.25 million will need to be identified in the capital programme if the application is successful. Heritage Lottery Funding is oversubscribed and there is no guarantee that a bid will be successful; nevertheless the potential benefits make the application worthwhile. The success rate for applications is around 30%. The proposed improvements to the visitor experience and the increased profile a successful bid will bring, will improve the trading position for the future.

The notes that the application process is in two stages, but success at stage 1 means that the final stage 2 application is very likely to be successful. There is a review process and HLF will advise regarding revisions that need to be made between stages 1 and 2. HLF fund the development work between stage 1 and 2, and so proceeding to stage 2 requires a binding commitment. The funding package sought is substantial and project of this nature needs commitment and support. The bridge will make a compelling case for funding and is very likely to be successful. When taking this decision, the Council needs to be mindful of the full implications of moving to stage 2.

**Proposal** **To approve the submission of a Stage 1 lottery application to the Heritage Lottery Fund and to identify a potential £1.25 million in the Council's capital programme for the matched funding requirement at stage 2.**

**Action by** Culture and Community Learning Manager

**Timetable** Immediate

This report was prepared after consultation with:

- Strategic Director Place
- Head of Regeneration, Investment & Housing
- Newport Norse
- Culture and Continuing Learning Manager
- Heritage Lottery Fund Representatives
- Friends of Newport Transporter Bridge
- Residents and Visitors

**Signed**

## Background

- 1.1 Newport Transporter Bridge stands sentinel over the lower reaches of the River Usk and is the most iconic structure on Newport's skyline. Newport Transporter Bridge is one of six remaining operational transporter bridges worldwide. There are two other examples of this type of bridge in Britain, one at Middlesbrough, which has recently undergone a major refurbishment with Heritage Lottery funding and is operational, and a disused example in Warrington.
- 1.2 Gwent County Council, the authority responsible for highways prior to the 1996 reorganisation of local government, led a restoration project and attracted significant grant funding from Cadw and European sources after serious defects were identified in the 1980s. A major programme of repairs was carried out. The main cables were replaced including the anchorage bolts after they were found to be in poor condition. Steel work was replaced where corrosion had taken hold; the main wooden walk-way along the boom was replaced with a steel grating, new access stairways installed on each tower and the motor house rebuilt.
- 1.3 Further repairs, including replacement of the traveller rails and cosmetic repainting, were carried out in 2010 prior to the Ryder Cup being held in Newport.
- 1.4 In January 2016 officers met representatives of the Heritage Lottery Fund. The meeting was held to discuss potential Heritage Lottery Fund bids from Newport and a proposal to fund repairs and improved interpretation at the Transporter Bridge was included in the discussions. Heritage Lottery Officers confirmed that an application for the Transporter Bridge would be of interest, and providing criteria for funding could be met, they would welcome a bid.
- 1.5 The Transporter Bridge will be an unusual bid and the nature of the heritage will make the bid stand out from other applications typically submitted by big national and metropolitan museum and galleries. Additionally, Newport is in a HLF development area, which will help. In Wales, the major HLF projects have been driven by the National Museum of Wales and there have been comparatively few major grant applications submitted by the local authority sector; this point will also help our application.

## 2. The Reasons for the Proposal

- 2.1 Further works are needed to keep the Bridge in working order. Budget limitations in the 1990s restoration project meant that some works that ideally should have been included in the scope of the restoration project were postponed. The outstanding repair works include:
  - The east side approach viaduct – girder works
  - Replacement of corroded oblique stiffening cables on the main boom
  - Replacement of the boom anchor cables that span the Southern Distributor Road on the West side
  - The traveller framework
  - Reinstatement of a number of original decorative features that have been lost during unsympathetic repair works.
  - Repairs to the Gondola
  - Investigation of movement in the Westside abutment
- 2.2 A successful application to the Heritage Lottery Fund will provide the capital funding necessary to carry out these works.
- 2.3 If the Transporter Bridge is to thrive as a visitor attraction, investment is also required in interpretation and visitor facilities. The interpretation centre built as part of the 1990s restoration project is too small.

- 2.4 The Museum holds a fine archive of photographs and plans, including a number of hand coloured builders plans, and these deserve to be displayed in an appropriate space. Basic facilities, particularly the toilets, are inadequate. The bridge has welcomed increasing numbers of coach parties in recent years and the one accessible toilet does not meet the demand of a large group arriving at one time. Additionally, there is not the space to gather 50 visitors to provide a short orientation talk and this is currently carried out on the coach prior to disembarkation.
- 2.5 Visitors come to see the Bridge year round and there needs to be a more substantial interpretation experience for these visitors when Bridge is not operating.
- 2.6 The Heritage Lottery Fund expects a number of outcomes for their funding and these are:

### **Outcomes for Heritage**

With Heritage Lottery Funding, the heritage will be

- better managed
- in better condition
- better interpreted and explained
- identified/recorded

### **Outcomes for People**

With Heritage Lottery Funding, people will have:

- developed skills
- learnt about heritage
- changed their attitudes and/or behaviour
- had an enjoyable experience
- volunteered time

### **Outcomes for Communities**

With Heritage Lottery Funding:

- negative environmental impacts will be reduced
- more people and wider range of people will have engaged with heritage
- your local area/community will be a better place to live, work and visit
- your local economy will be boosted
- your organisation will be more resilient

- 2.7 Achieving a number of these outputs is conditional on funding being awarded, and the larger the grant awarded, the greater number of outputs expected. While HLF sees the repair and restoration as the key driver for the project they also want to see a comprehensive audience engagement project including plans for maximising formal and informal learning opportunities. A fully funded two year activity programme will need to be included alongside the repair and restoration work.
- 2.6 If the proposal is approved it will be important develop a 'team Newport' approach.
- 2.7 Accepting a grant will mean a long term commitment to operating the bridge and this obligation will have to be weighed against the benefits the funding will bring if offered. A commitment to a level of subsidy that maintains operation will have to be signalled to HLF.

## **3. The Benefits Expected**

- 3.1 The key benefit HLF grant funding provides is access to additional capital funding to repair and conserve the Bridge. It is possible to gear up the value of any local investment by a factor of between 5 and 10 times. Published HLF grant advice suggests they will pay 90% of eligible project costs, but in reality they prefer to see a larger proportion of local funding, with more partners involved and officer advice is that the grant sought should be a maximum of **80%** of eligible project costs.
- 3.2 The Transporter Bridge is operating successfully as a heritage attraction despite little investment in interpretation and visitor facilities. Investing in these aspects will help drive business leading to greater sustainability for the future. The visitor experience offered at the bridge is unusual and even with little investment the bridge is consistently highly rated on trip advisor.
- 3.3 The proximity of the Bridge to the Pillgwenlly community and the community's sense of ownership will help the bid, particularly if some imaginative thinking can find ways to involve the local population more directly through activities and training.

## 4. Legal Implications

- 4.1 There are no legal implications arising from submitting a bid. However, success at stage 1 means the Council will be obligated if it is to proceed to stage 2. A legal agreement will have to be signed if the bid is successful and the Council's commitment to the continued operation of the bridge will underpin this agreement.

## 5. Timescales

- 5.1 The submission deadline is December 1<sup>st</sup> 2017. The broad concept is set out for the stage 1 application together with a project budget, outline delivery plan and project delivery details. If successful, the council will then be invited to submit a second stage more detailed application. There's an expectation that the second stage application will take between twelve months and eighteen months to prepare and so the earliest possible date funding might become available is summer 2019. There is a review process at which HLF can advise changes or ask for major revisions. 95% of applications completing the stage 1 process succeed at stage 2.
- 5.2 A Trustee will visit in March prior to a decision being made at the end of April. The Council is likely to be informed of the decision in June. Three outcomes are possible; outright rejection, an invitation to reapply in December 2018 or success and an invitation to proceed to stage 2.

## 6. Staffing Issues

- 6.1 A revision of the staff structure will be required if the stage 1 bid is successful as the project will impact on the bridge's operation long term. HLF will require a full time project manager to be appointed to oversee the development of a stage 2 project.

## 7. Financial Summary

- 7.1 There are no financial implications arising from submission. However, the following points will need to be considered before and application is submitted.
- 7.2 The council will have to provide match funding should the bid be successful. In exceptional circumstances HLF will fund 90% of the eligible project costs however most cases they expect a more significant contribution from the applicant body. **To date there is a substantial shortfall in the identified matched funding.** Welsh Government has been approached with a request for assistance and the Minister for the Environment and Economy confirmed that he would be open to an approach once we know the outcome of the stage 1 application.

- 7.3 Developing a stage two application is funded by HLF but a percentage of matched funding will be required. A considerable proportion of the professional fee element will be required to be spent developing stage 2, but any money spent on preparing the stage 2 bid is recoverable from the overall project budget. However, while a stage one pass is an indication of likely success at stage 2, and element of risk has to be accepted.
- 7.4 It will be possible to attract funding from other bodies to help increase the value of the matched funding.
- 7.5 A fundraising drive will be required including a popular appeal.

## 8 Anticipated Project Budget

<b>Project Budget</b>	
Major Structural Repairs and Refurbishments	<b>£ 7,312,000</b>
Restoration of Annexe buildings	<b>483,000</b>
Provide new visitor centre fit out and interpretative works	<b>575,000</b>
Context enhancement works	<b>342,090</b>
<b>Total</b>	<b>£8,712,000</b>
Contingencies, prelims , overheads and profit	<u>£1,763,000</u>
Professional fees <b>including stage 2 development</b>	<u>£1,463,000</u>
Activity Plan	<u>500,000</u>
Display Interpretation	<u>500,000</u>
<b>Total</b>	<b>£12,938,000</b>

<b>Project Budget Breakdown</b>	
Total Budget	<b>£12,938,000</b>
HLF Contribution (80%)	10,350,400
Balance - Matched Funding Requirement	<b>2,587,600</b>
<i>Charitable Trust (not confirmed)</i>	200,000
<i>Industrial Material Grant (not confirmed)</i>	30,000
<i>Fundraising Campaign (not confirmed)</i>	100,000
<i>Other Historic Building Grants (not confirmed)</i>	
<i>Regeneration Funding (not confirmed)</i>	
<i>Other Welsh Government (not confirmed)</i>	£1,007,600
<b>NCC Capital Fund</b>	<b>£1,250,000</b>

## 9 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?

<p>Matched Funding Gap</p> <p>There's approximately £1 million funding gap in the proposed project funding breakdown</p>	M	H	<p>Fundraising will be a key task for the project manager. Agencies like Wolfson will only consider applications once a stage one pass has been achieved. In the meantime a popular fundraising campaign should be initiated. There is a two – two and half year period to bridge the funding gap.</p> <p>Some of the existing revenue budget can be rolled up into the project, but not all.</p> <p>Welsh Government have assisted some projects outside identified grant giving schemes from time to time and a persuasive argument must be made to Welsh Government to assist with this project.</p>	Culture & Continuing Learning Manager.
Cost Control	M	H	<p>The Norse cost plan has been sense checked. Some allowances will be rechecked prior to grant submission</p> <p>Some value engineering work can be carried out to control budget</p>	Culture and Continuing Learning Manger / Newport Norse.

## 10 Links to Council Policies and Priorities

10.1 Investment in the Transporter Bridge is aligned with the Well-being of Future Generations (Wales) Act 2015 a Wales of vibrant culture and thriving Welsh language” theme and the duty it places upon public bodies to “promote and protect culture, heritage and the Welsh Language”. The Well-being and Future Generations Act will underpin the Councils policies and priorities into the future. Additionally the act places a duty to work collaboratively with other public bodies to achieve its goals and development of a bid will demonstrate a collaborative approach.

## 11 Options Available and considered

11.1 The Council could elect to continue to invest in the maintenance of the Bridge on an 'as and when required' basis but a number of serious defects are known and substantial capital investment will be required if the Bridge is to be maintained in a safe condition. Over a ten year period the funding needed will far outstrip the identified matched funding requirement. Heritage Lottery Bids are all consuming projects and the Council has to demonstrate it is prepared for the challenge ahead should a Stage 1 application be successful.

11.3 Alternatively, the Council can identify a capital sum and use this to underpin the proposed bid to HLF from a major project grant. If successful, the repair and restoration project will safeguard one of Wales' and the worlds' most important bridge structure for a further generation. A spinoff benefit will be a visitor experience of greater quality which in-turn will make its operation more sustainable for the future.

11.4 A do nothing option is not available to the Council. The nature of the structure and its proximity to a main arterial road means that maintenance cannot be ignored. Additionally, the importance of the bridge is recognised through its grade 1 listed status and as owner, this places certain responsibilities on the Council.

## **12 Preferred Option and Why**

12.1 The preferred option is to proceed to a stage 1 application and anticipate a call on the Council's Capital resources to match fund the bid. There is little risk at this point other than officer time in preparing and writing the bid, while the benefit of a successful application is considerable. However, Cabinet will need to consider the obligations proceeding with the application might bring if successful at stage 1.

## **Comments of Chief Financial Officer**

If agreeing this request for a Stage 1 submission, the Council is intending to progress this project, if successful. Therefore, it will need to be a pre-commitment for the developing new medium term Capital Programme, beginning April 2018.

Any aborted costs incurred in Stage 2 would be chargeable against the Council's revenue budget, in that year.

Any agreed future commitment to on-going maintenance and operations over and above current levels will also need to be funded through the future MTFP and add future budget pressures to the Council's revenue budget.

## **Comments of Monitoring Officer**

There are no specific legal implications at this stage as the submission of the stage 1 HLF bid does not commit the Council to proceeding with the project. However, if the stage 1 bid was successful, then the Council would have to enter into a legally binding commitment to provide the necessary capital match-funding and deliver the agreed objectives of the project. The HLF grant funding would be conditional on these obligations being met and a formal grant agreement would have to be entered into by the Council. This would have to include a commitment to the continued maintenance and operation of the bridge in the foreseeable future and the delivery of the wider community benefits of the proposed scheme.

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

As outlined in the report, investment in the Transporter Bridge is aligned with the Well-being of Future Generations (Wales) Act goal of a Wales of vibrant culture and thriving Welsh language and the duty on public bodies to promote and protect culture and heritage and the Welsh Language. The proposal outlines an opportunity to work in a collaborative way.

There are no staffing implications as a result of this report.

## **Comments of Cabinet Member**

I am supportive of the bid going forward to stage 1 for Heritage Lottery Fund consideration.



## **Local issues**

Not applicable.

## **Scrutiny Committees**

Not applicable.

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

No impact at this stage.

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

Not applicable at this stage.

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

Long term: The Transporter Bridge Project will ensure the long term survival of the most iconic structure on the Newport's city scape and deliver a more sustainable operation once the refurbishment is complete.

Prevention :- The investment in the Transporter Bridge will bring a major investment into the Pillgwenlly quarter of Newport. The increased GVA generated by visitors will have a beneficial impact on the local economy . The Community engagement programme will foster a greater sense of pride in the Bridge and in Newport.

Integration:- The Transporter Bridge is of world importance and its image has been widely appropriated by commercial bodies seeking to identify the City. A major tourist attraction can contribute to making the city a destination of choice for inward investment.

Collaboration:-The nature of major lottery bid inevitably means a collaborative approach between the major heritage and tourist agencies in Wales. Cadw have been consulted as have the Visit Wales and The National Museums of Wales. Additionally an informal relationship exists with the other transporter bridges worldwide evidenced by a joint approach for World Heritage Status.

Involvement:- The people of Newport have been invited to make comment through an online survey while workshop sessions have also been held with the community groups. A wider online survey is currently also being carried out. A number of agencies have also been consulted during the bid development process.

## **Crime and Disorder Act 1998**

Not applicable.

## **Background Papers**

None.

Date: 8 November 2017

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# Report

## Cabinet

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### Part 1

Date: 15 November 2017

**Subject** Education/ Pupil Performance Data 2016/17 Foundation Phase, 2 and 3

**Purpose** To report the outcome regarding pupil performance for Foundation Phase, Key Stage 2 and Key Stage 3 at the end of the academic year 2016/17 for schools in Newport and to discuss issues arising.

**Author** Chief Education Officer

**Ward** General

**Summary** The report provides combined pupil performance data for Newport schools at Foundation Phase, Key Stage 2 and 3. The report highlights the expected levels of achievement at the end of the foundation phase, key stage 2 and 3. The data also provides comparisons between gender achievement levels and compares performance with the national average for Wales.

**Proposal** Cabinet are asked to:

1. To acknowledge the position regarding pupil performance and progress made.
2. To consider any issues arising that the Cabinet may wish to draw to the attention of the Chief Education Officer.

**Action by** Chief Education Officer

**Timetable** Immediate

This report was prepared after consultation with:

- Head of Law and Regulation – Monitoring Officer
- Head of Finance – Chief Financial Officer
- Head of People and Business Change
- Strategic Director (People)
- Cabinet Member for Education and Young People

## Background

The report provides combined pupil performance data for Newport schools at Foundation Phase, Key Stage 2 and 3. The report highlights the expected levels of achievement at the end of the foundation phase, key stage 2 and 3. The data also provides comparisons between gender achievement levels and compares performance with the national average for Wales.

## 2017 End of Key Stage

### Teacher Assessment Outcomes and National Test results

#### Newport

All schools are subject to rigorous reporting and monitoring of standards each year, with the principal focus in key stages 2 and 3 being on English/Welsh first language, mathematics and science, and the percentage of pupils achieving the expected level in all three core subjects (core subject indicator – CSI).

In the Foundation Phase (formerly key stage 1), following the implementation of a revised curriculum, schools reported for the first time in 2012 on the performance of 7 year olds in language, literacy and communication (English or Welsh language) (LLC), mathematical development (MD), and personal and social development, wellbeing and cultural development (PSDWCD). The foundation phase indicator (FPI) measures the percentage achieving the expected outcome in all three areas of learning.

Whilst assessment of LLC and MD is broadly comparable to performance in English/Welsh and mathematics at KS2 and KS3, PSDWCD is not the same as science. Instead it provides a holistic assessment of pupils' wellbeing and the extent to which they are able to inter-relate appropriately with those around them. It also reflects a growing awareness of culture and diversity and of the environment in which they live. As such, it is an important measure of their overall 'readiness' for learning. Achievement in each of LLC, MD and PSDWCD is measured in relation to one of six 'outcome' descriptors.

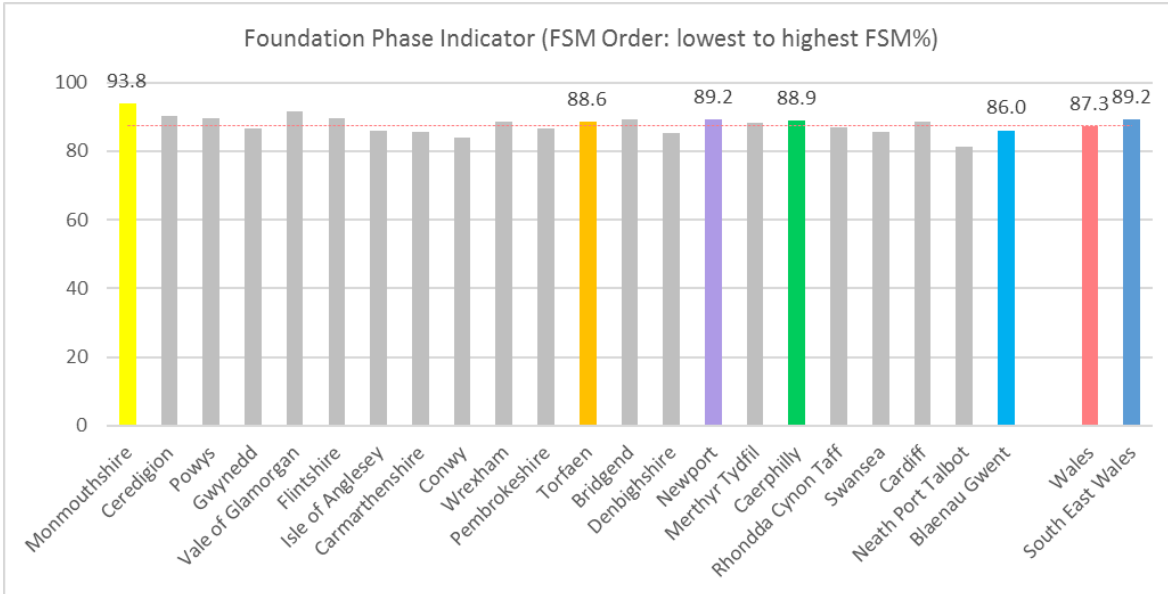
#### Expected levels of achievement at the end of foundation phase, key stage 2 and key stage 3:

The 'average' pupil is expected to achieve outcome 5 by the end of the foundation phase (formerly national curriculum level 2), with more able pupils achieving outcome 6 (formerly level 3). At the end of key stages 2 and 3, the 'average' pupil is expected to achieve level 4 and above and level 5 and above respectively and more able pupils are expected to achieve level 5 and 6 respectively.

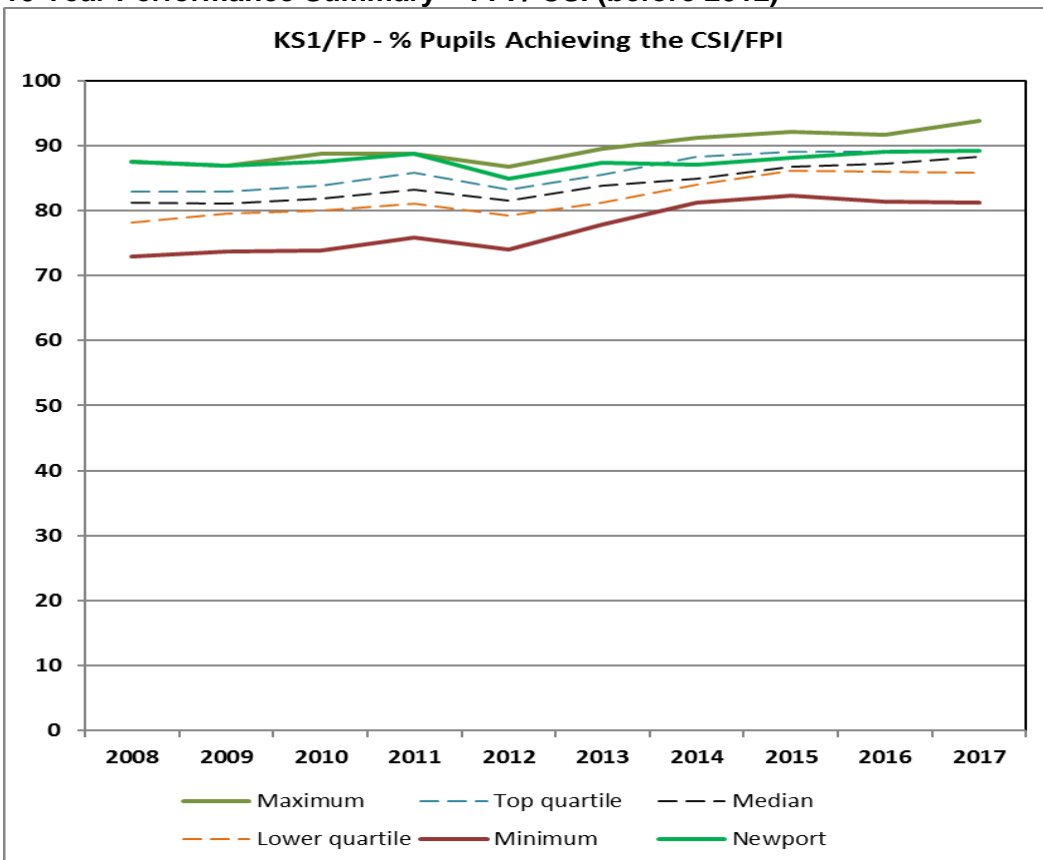
<b>Cohort sizes</b>	<b>Number of pupils</b>	<b>1 pupil represents</b>
Foundation Phase	1,928	0.05%
Key Stage 2	1,682	0.06%
Key Stage 3	1,630	0.06%

## 1. Foundation Phase

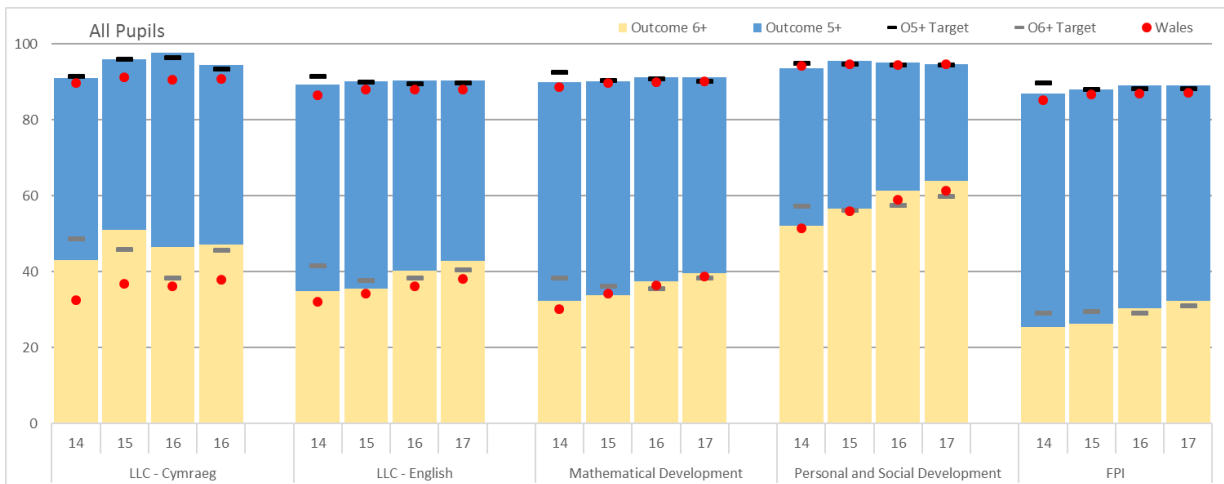
Performance in the foundation phase improved slightly from 89.1% in 2016, to 89.2% pupils achieving the foundation phase indicator (FPI) in 2017, an increase of 0.1 percentage points. Newport currently remains ranked 6<sup>th</sup> in Wales for the FPI when compared with other local authorities, which is above the LA's FSM ranking (15<sup>th</sup>, 2017 PLASC data).



## 10 Year Performance Summary – FPI / CSI (before 2012)



There have been improvements at the expected level (outcome 5+) in all areas except LLC Welsh and PSD. At the higher outcome (outcome 6+) there have been improvements in all areas.



### Percentage of pupils achieving Outcome 5+:

	FPI	LLC English	LLC Welsh	Mathematical Development	PSD
Newport 2017	89.2 ↑	90.5 ↑	94.5 ↓	91.3 ↑	94.7 ↓
Target	88.4	89.7	93.5	90.3	94.6
Newport 2016	89.1	90.4	97.7	91.3	95.2
Wales 2017	87.3	88.1	90.9	90.3	94.7

### Percentage of pupils achieving Outcome 6+:

	LLC English	LLC Welsh	Mathematical Development	PSD
Newport 2017	42.8 ↑	47.3 ↑	39.7 ↑	63.9 ↑
Target	40.5	45.7	38.4	60.0
Newport 2016	40.2	46.5	37.4	61.3
Wales 2017	38.1	38.1	38.7	61.3

Performance in the Foundation Phase Indicator improved slightly by 0.1 percentage points and remains ranked 6<sup>th</sup> in Wales.

Performance in LLC English improved slightly by 0.1 percentage points at outcome 5+ and has improved by 2.6 percentage points at outcome 6+. Performance is ranked 5<sup>th</sup> in Wales at outcome 5+.

Performance in LLC Welsh has declined by 3.2 percentage points at outcome 5+ but has improved by 0.8 percentage points at outcome 6+. Performance is ranked 5<sup>th</sup> in Wales at outcome 5+.

Performance in mathematical development remains stable at 91.3% at outcome 5+, and has improved by 2.3 percentage points at outcome 6+. Performance is ranked 8<sup>th</sup> in Wales at outcome 5+.

Performance in PSDWCD has declined by 0.5 percentage point at outcome 5+ but has improved by 2.6 percentage points at outcome 6+. Performance is ranked 16<sup>th</sup> in Wales at outcome 5+.

Performance has exceeded schools' aggregate targets for each area of learning, except for LLC Welsh O5+, which was 1% within target.

### Gender differences at outcome 5+ (boys' performance – girls' performance):

	FPI		LLC English		LLC Welsh		Mathematical Development		PSD	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
Newport	-8.1	-6.9	-7.8	-7.1	-1.0	-2.6	-5.4	-4.1	-4.8	-5.4
Wales	-8.2	-7.1	-8.3	-7.2	-7.0	-6.0	-5.3	-4.1	-5.3	-5.0

At outcome 5+ gender differences have increased in LLC Welsh and PSD. The gender gap is broadly in line or below the national average in all indicators except PSD.

## Gender differences at outcome 6 (boys' performance – girls' performance):

	LLC English		LLC Welsh		Mathematical Development		PSD	
	2016	2017	2016	2017	2016	2017	2016	2017
Newport	-9.0	-8.5	5.8	-25.5	2.8	0.9	-17.9	-19.5
Wales	-11.7	-12.7	-15.1	-13.7	0.1	-0.9	-18.3	-18.0

At outcome 6+ gender differences have increased in LLC Welsh and PSD. The gender gap is narrower than or in line with the national average for LLC English and MD.

### Wales rankings:

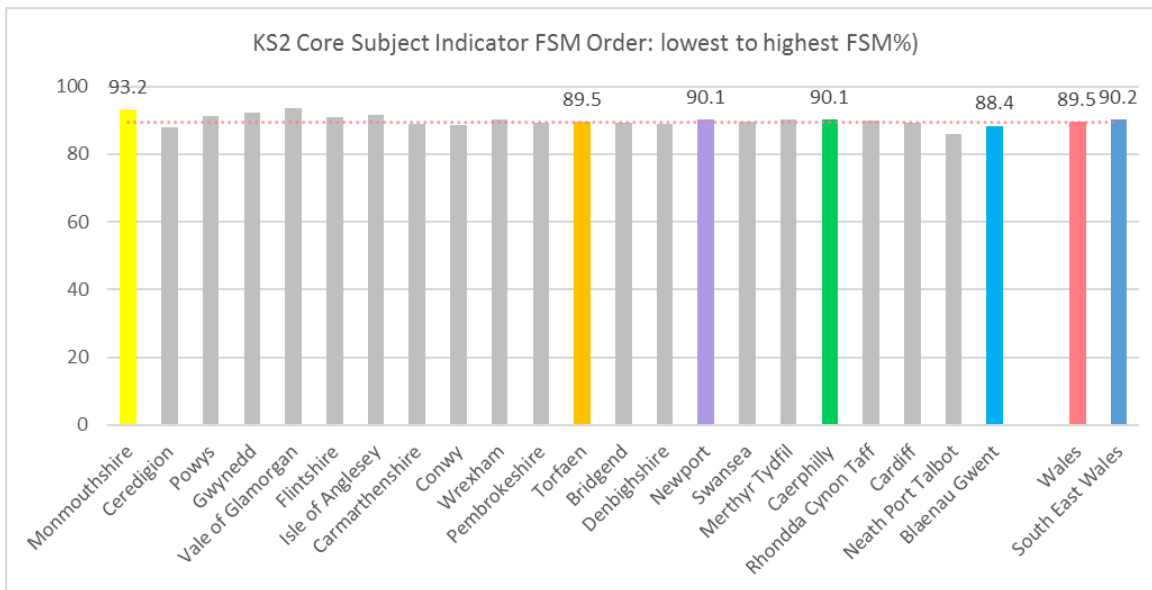
When compared with other LAs in Wales, performance in Newport is higher than could be expected for each area of learning except for PSDWCD. Ranks position has improved for MD and remained the same for FPI and LLC English.

	FPI	LLC English	LLC Welsh	Mathematical Development	PSDWCD
2017	6 →	5 →	5 ↓	8 ↑	16 ↓
2016	6 ↑	5 ↑	1 ↑	9 ↑	7 ↑
2015	8 →	7 ↓	2 ↑	10 ↓	9 ↑

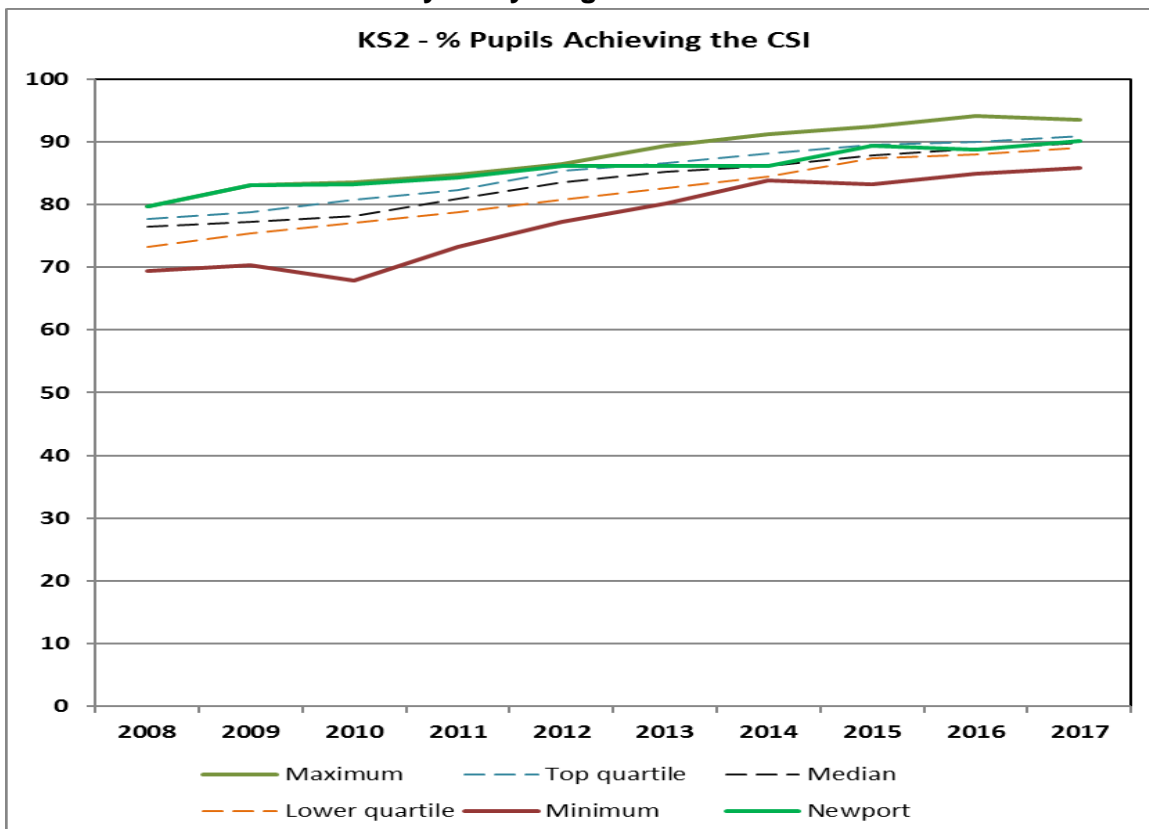
FPI		LLC - English		LLC - Welsh		Math. Dev.		PSD	
Monmouthshire	93.8	Monmouthshire	94.7	Monmouthshire	98.1	Monmouthshire	94.4	Monmouthshire	97.9
Vale of Glamorgan	91.4	Ceredigion	92.1	Blaenau Gwent	96.8	Vale of Glamorgan	93.7	Vale of Glamorgan	96.7
Ceredigion	90.2	Vale of Glamorgan	91.8	Vale of Glamorgan	96.6	Ceredigion	92.8	Flintshire	96.1
Powys	89.6	Torfaen	90.8	Powys	95.2	Bridgend	92.3	Ceredigion	96.0
Flintshire	89.5	Newport	90.5	Newport	94.5	Flintshire	92.2	Powys	96.0
South East Wales	89.2	South East Wales	90.4	Bridgend	94.4	Merthyr Tydfil	91.8	Bridgend	95.6
Newport	89.2	Flintshire	90.3	Flintshire	94.1	Powys	91.6	Gwynedd	95.3
Bridgend	89.1	Wrexham	90.0	Swansea	93.8	South East Wales	91.4	South East Wales	95.2
Caerphilly	88.9	Bridgend	90.0	Caerphilly	93.8	Newport	91.3	Cardiff	95.1
Torfaen	88.6	Powys	89.9	Merthyr Tydfil	93.3	Caerphilly	91.2	Wrexham	95.1
Cardiff	88.5	Caerphilly	89.6	South East Wales	92.4	Cardiff	91.2	Torfaen	95.1
Wrexham	88.4	Cardiff	89.1	Rhondda Cynon Taff	92.2	Wrexham	91.1	Caerphilly	95.0
Merthyr Tydfil	88.1	Merthyr Tydfil	89.1	Cardiff	92.1	Torfaen	90.7	Isle of Anglesey	94.9
Wales	87.3	Pembrokeshire	88.5	Ceredigion	91.8	Gwynedd	90.3	Merthyr Tydfil	94.8
Rhondda Cynon Taff	86.9	Wales	88.1	Wales	90.9	Wales	90.3	Carmarthenshire	94.8
Pembrokeshire	86.6	Rhondda Cynon Taff	87.7	Denbighshire	90.6	Rhondda Cynon Taff	90.2	Swansea	94.7
Gwynedd	86.6	Blaenau Gwent	86.8	Carmarthenshire	90.5	Blaenau Gwent	90.0	Newport	94.7
Blaenau Gwent	86.0	Denbighshire	86.4	Isle of Anglesey	90.3	Carmarthenshire	89.6	Wales	94.7
Isle of Anglesey	85.8	Swansea	85.8	Neath Port Talbot	89.2	Pembrokeshire	89.3	Denbighshire	94.4
Carmarthenshire	85.6	Conwy	85.7	Wrexham	88.7	Isle of Anglesey	89.1	Conwy	94.3
Swansea	85.5	Isle of Anglesey	84.1	Gwynedd	88.3	Swansea	89.0	Blaenau Gwent	94.2
Denbighshire	85.3	Neath Port Talbot	82.5	Conwy	87.2	Denbighshire	88.8	Rhondda Cynon Taff	93.8
Conwy	84.0	Carmarthenshire	82.1	Pembrokeshire	86.3	Conwy	87.4	Pembrokeshire	93.4
Neath Port Talbot	81.2	Gwynedd	57.9	Torfaen	83.8	Neath Port Talbot	85.4	Neath Port Talbot	91.3

## 2. Key Stage 2

Performance improved in 2017, with 90.1% pupils achieving the core subject indicator (CSI), 1.3 percentage points above 88.8% in 2016. Newport is ranked 9<sup>th</sup> in Wales, which is higher than could be expected given the LA's FSM ranking.

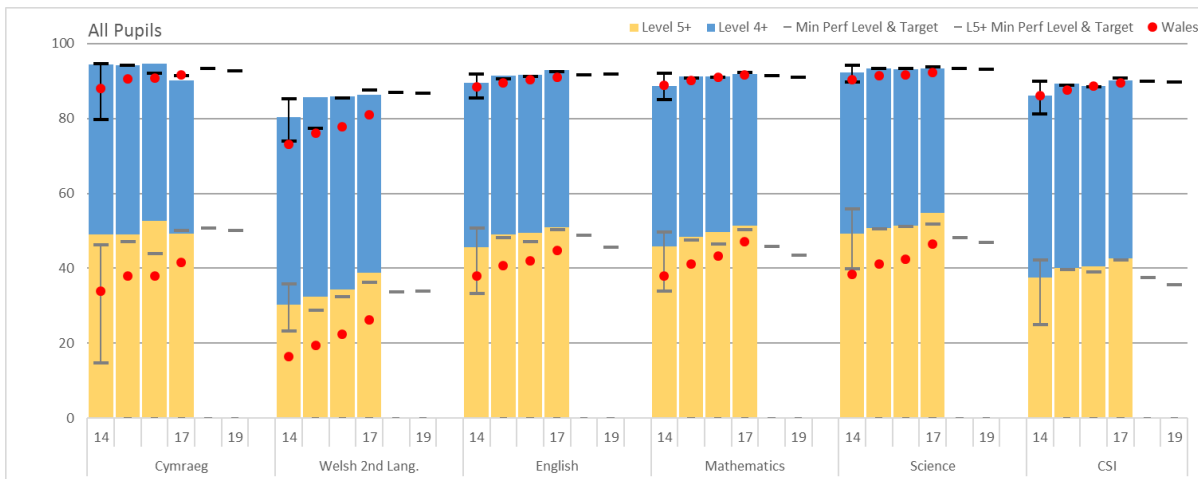


### 10 Year Performance Summary – Key Stage 2 CSI



Performance at the expected level (4+) and expected level+1 (5+) has improved in all areas except Welsh first language L4+ & L5+.





### Percentage of pupils achieving level 4+:

	CSI	English	Welsh (First Language)	Mathematics	Science
<b>Newport 2017</b>	90.1 ↑	93.0 ↑	90.1 ↓	91.9 ↑	93.4 ↑
<b>Target</b>	90.7	92.3	91.4	92.1	93.6
<b>Newport 2016</b>	88.8	91.7	94.6	91.3	93.2
<b>Wales 2017</b>	89.5	91.1	91.6	91.6	92.2

### Percentage of pupils achieving level 5+:

	English	Welsh (First Language)	Mathematics	Science
<b>Newport 2017</b>	51.0 ↑	49.3 ↓	51.4 ↑	54.8 ↑
<b>Target</b>	50.3	50.0	50.3	51.9
<b>Newport 2016</b>	49.5	52.7	49.6	51.5
<b>Wales 2017</b>	44.7	41.5	47.0	46.4

Performance in the CSI has improved by 1.3 percentage points and is ranked 9<sup>th</sup> in Wales.

Performance in English at the expected level 4+ has improved by 1.3 percentage points and is ranked 5<sup>th</sup> in Wales. Performance at the higher level 5+ has improved by 1.5 percentage points.

Performance in Welsh (first language) at the expected level 4+ has declined by 4.5 percentage points and is ranked 15<sup>th</sup> in Wales. Performance in Welsh (first language) at the higher level 5+ has declined by 3.4 percentage points.

Performance in mathematics at the expected level 4+ has improved by 0.6 percentage points and is ranked 10<sup>th</sup> in Wales. Performance in mathematics at the higher level 5+ has improved by 1.8 percentage points.

Performance in science at the expected level 4+ has improved slightly by 0.2 percentage points and is ranked 7<sup>th</sup> in Wales. Performance in science at the higher level 5+ has improved by 3.3 percentage points.

Performance at the expected level 4+ and expected level +1 (5+) for all indicators met or exceeded all of the school aggregate targets.

### Gender differences at level 4+ (boys' performance – girls' performance):

	CSI		English		Welsh (First Language)		Mathematics		Science	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
<b>Newport</b>	-5.1	-3.4	-5.6	-2.7	-6.0	-8.7	-3.3	-1.6	-2.3	-2.3
<b>Wales</b>	-5.2	-4.5	-5.6	-5.0	-5.2	-6.0	-3.2	-2.8	-3.6	-3.4

At level 4+ gender differences have decreased or remained the same in each subject area except Welsh first language. Gender differences are wider than in other subjects.

## Gender differences at level 5+ (boys' performance – girls' performance):

	English		Welsh (First Language)		Mathematics		Science	
	2016	2017	2016	2017	2016	2017	2016	2017
<b>Newport</b>	-11.1	-10.0	-34.9	-11.0	0.8	-1.4	-3.2	-3.7
<b>Wales</b>	-12.0	-12.9	-13.8	-17.3	0.7	-0.8	-3.6	-5.2

At level 5+ gender differences have decreased for English and Welsh. The gender gap is wider than the national average in mathematics.

## Wales rankings:

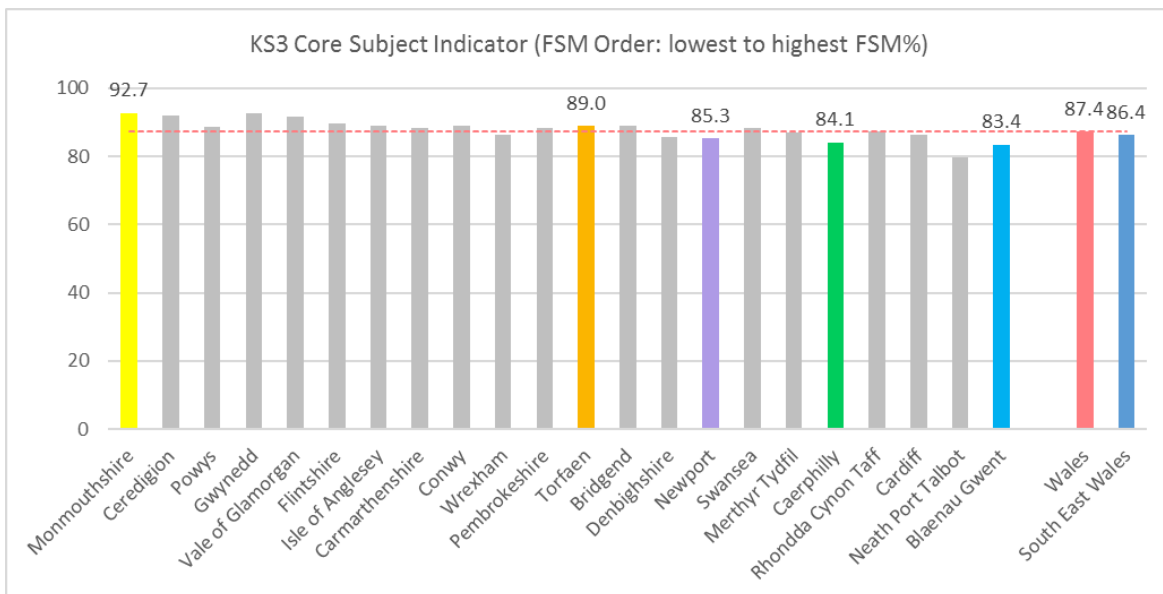
LA's rankings against other LAs in Wales have increased for CSI and maths, and are higher than could be expected for all indicators given the LA's FSM ranking.

	CSI	English	Welsh (first language)	Mathematics	Science
<b>2017</b>	9	5	15	10	7
<b>2016</b>	12	4	7	11	5
<b>2015</b>	7	5	5	8	5

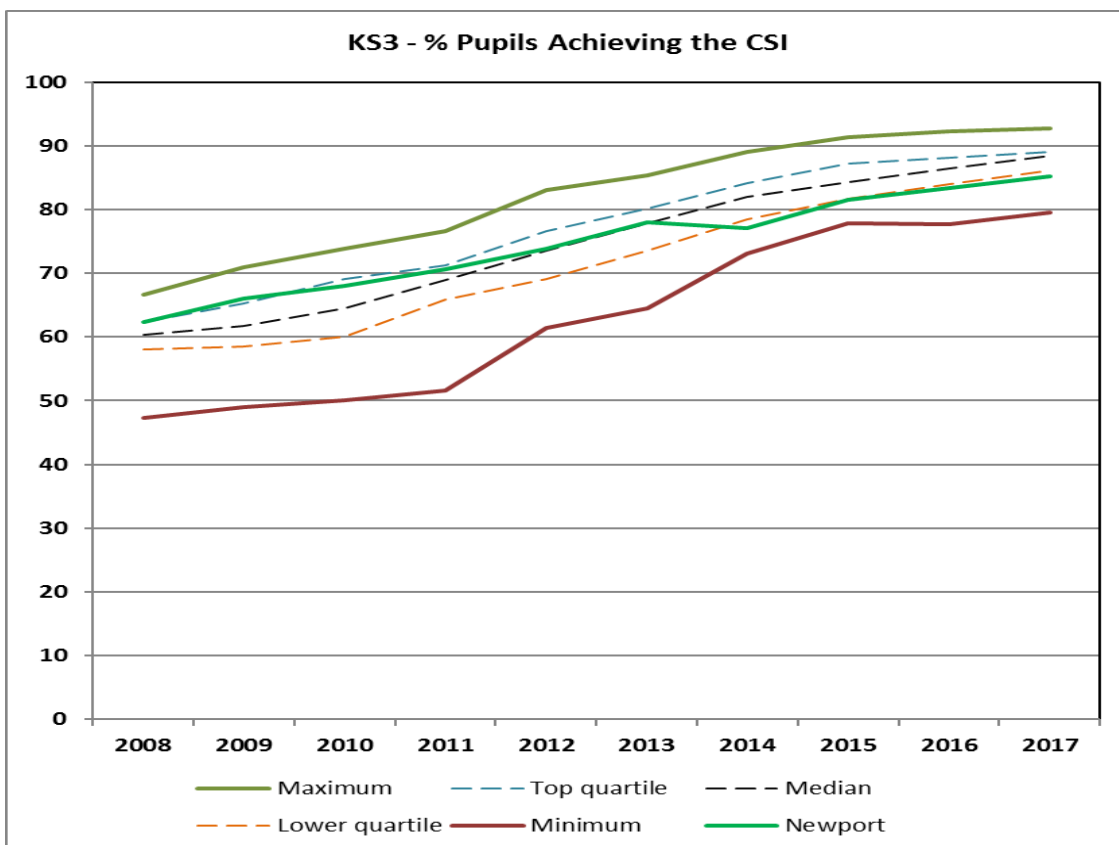
CSI		English		Welsh 1st Lang.		Mathematics		Science	
Vale of Glamorgan	93.5	Monmouthshire	95.3	Bridgend	98.3	Vale of Glamorgan	94.8	Monmouthshire	95.3
Monmouthshire	93.2	Vale of Glamorgan	94.2	Merthyr Tydfil	97.7	Monmouthshire	94.5	Vale of Glamorgan	94.9
Gwynedd	92.1	Gwynedd	93.2	Vale of Glamorgan	96.7	Gwynedd	93.3	Powys	94.3
Isle of Anglesey	91.4	Powys	93.2	Powys	95.9	Isle of Anglesey	93.1	Torfaen	93.8
Powys	91.2	Newport	93.0	Swansea	95.3	Flintshire	93.0	Isle of Anglesey	93.8
Flintshire	91.0	Isle of Anglesey	92.6	Caerphilly	94.7	Powys	92.8	Gwynedd	93.8
Wrexham	90.3	Flintshire	92.6	Neath Port Talbot	93.3	Wrexham	92.5	Newport	93.4
Merthyr Tydfil	90.2	South East Wales	92.3	Rhondda Cynon Taff	93.0	Rhondda Cynon Taff	92.2	South East Wales	93.3
South East Wales	90.2	Wrexham	92.0	Cardiff	92.8	South East Wales	92.1	Flintshire	93.2
Newport	90.1	Torfaen	92.0	Denbighshire	92.4	Caerphilly	92.1	Wrexham	92.9
Caerphilly	90.1	Caerphilly	91.8	South East Wales	92.3	Newport	91.9	Caerphilly	92.9
Rhondda Cynon Taff	90.0	Merthyr Tydfil	91.4	Wales	91.6	Denbighshire	91.8	Denbighshire	92.7
Wales	89.5	Rhondda Cynon Taff	91.4	Conwy	91.3	Swansea	91.7	Rhondda Cynon Taff	92.6
Torfaen	89.5	Swansea	91.3	Gwynedd	91.1	Wales	91.6	Swansea	92.4
Swansea	89.5	Wales	91.1	Carmarthenshire	90.6	Cardiff	91.6	Wales	92.2
Cardiff	89.4	Bridgend	90.8	Pembrokeshire	90.4	Torfaen	91.5	Merthyr Tydfil	92.0
Bridgend	89.4	Cardiff	90.8	Newport	90.1	Merthyr Tydfil	91.4	Carmarthenshire	91.7
Pembrokeshire	89.2	Pembrokeshire	90.7	Wrexham	89.7	Carmarthenshire	91.4	Cardiff	91.7
Denbighshire	88.9	Denbighshire	90.6	Torfaen	88.9	Bridgend	91.4	Bridgend	91.6
Carmarthenshire	88.8	Carmarthenshire	90.2	Blaenau Gwent	88.6	Pembrokeshire	91.3	Pembrokeshire	91.5
Conwy	88.4	Conwy	90.2	Isle of Anglesey	88.3	Blaenau Gwent	90.8	Conwy	91.2
Blaenau Gwent	88.4	Ceredigion	89.3	Ceredigion	87.2	Conwy	90.5	Blaenau Gwent	91.1
Ceredigion	87.9	Blaenau Gwent	88.9	Monmouthshire	86.8	Ceredigion	90.5	Ceredigion	91.0
Neath Port Talbot	85.9	Neath Port Talbot	87.4	Flintshire	86.6	Neath Port Talbot	87.6	Neath Port Talbot	89.4

### 3. Key Stage 3

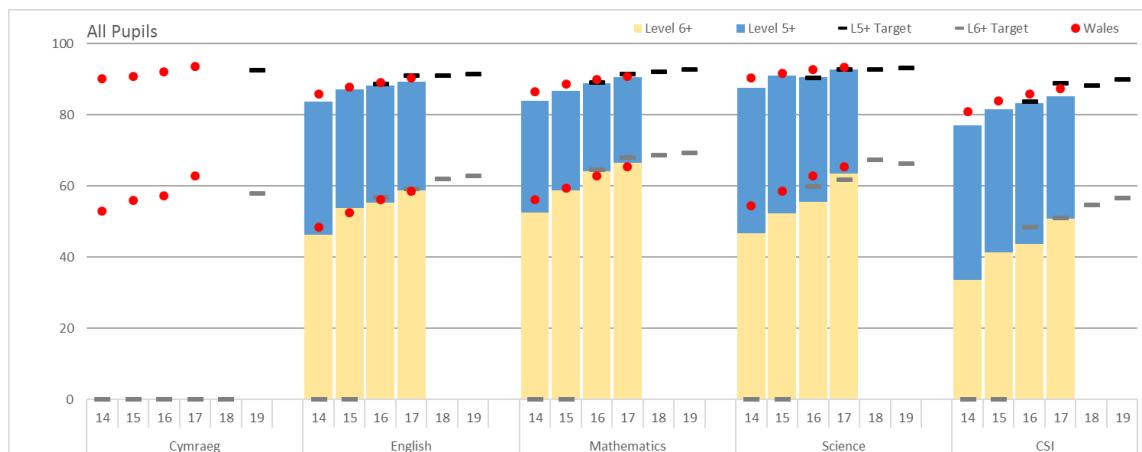
Performance has improved, with 85.3% pupils achieving the core subject indicator (CSI), an increase of 1.9 percentage points from 83.4% in 2016. Newport is ranked 19<sup>th</sup> in Wales.



### 10 Year Performance Summary – Key Stage 3 CSI



Performance has improved across all indicators at expected levels 5+, 6+ and 7+.



### Percentage of pupils achieving level 5+

	CSI	English	Welsh (First Language)	Mathematics	Science
<b>Newport 2017</b>	85.3 ↑	89.3 ↑	- →	90.6 ↑	92.9 ↑
<b>Target</b>	89.0	91.2	-	91.5	92.9
<b>Newport 2016</b>	83.4	88.3	-	89.0	90.7
<b>Wales 2017</b>	87.4	90.5	93.5	90.8	93.5

### Percentage of pupils achieving level 6+

	English	Welsh (First Language)	Maths	Science
<b>Newport 2017</b>	58.8 ↑	- →	66.6 ↑	63.6 ↑
<b>Target</b>	59.3	-	68.0	61.8
<b>Newport 2016</b>	55.4	-	64.3	55.6
<b>Wales 2017</b>	58.7	58.7	65.5	65.6

### Percentage of pupils achieving level 7+

	English	Welsh (First Language)	Maths	Science
<b>Newport 2017</b>	19.2 ↑	- →	31.7 ↑	25.0 ↑
<b>Newport 2016</b>	16.5	-	28.0	18.7
<b>Wales 2017</b>	20.7	20.7	30.8	26.5

Performance in the CSI has improved by 1.9 percentage points and remains ranked 19<sup>th</sup> in Wales.

Performance in English at the expected level 5+ has improved by 1 percentage point and is ranked 19<sup>th</sup> in Wales. Performance in English at level 6+ and level 7+ has improved by 3.4 and 2.7 percentage points respectively.

Performance in mathematics at the expected level 5+ has improved by 1.6 percentage points and is ranked 16<sup>th</sup> in Wales. Performance in mathematics at level 6+ and level 7+ has improved by 2.3 and 3.7 percentage points respectively.

Performance in science at the expected level 5+ has improved by 2.2 percentage points and is ranked 15<sup>th</sup> in Wales. Performance in science at level 6+ and level 7+ has improved by 8 and 6.3 percentage points respectively.

Performance at the expected level 5+ and level 6+ was within 4 percentage points.

### Gender differences at level 5+ (boys' performance – girls' performance):

	CSI		English		Welsh (First Language)		Mathematics		Science	
	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017
<b>Newport</b>	-4.6	-7.7	-6.8	-6.1	-	-	-1.1	-4.8	-3.6	-4.2
<b>Wales</b>	-7.4	-7.4	-8.0	-7.3	-5.8	-4.9	-3.7	-4.5	-4.4	-4.4

Gender differences have increased for all indicators except English. Gender gaps are narrower than the Wales average gender difference in English and science.

### Gender differences at level 6+ (boys' performance – girls' performance):

	English		Welsh (First Language)		Mathematics		Science	
	2016	2017	2016	2017	2016	2017	2016	2017
<b>Newport</b>	-11.4	-16.2	-	-	-3.1	-4.3	-6.3	-9.3
<b>Wales</b>	-18.4	-18.6	-18.8	-19.2	-5.0	-7.3	-11.0	-12.2

Gender differences have increased for all subjects. All subject gender gaps are narrower than the Wales average gender difference.

### Gender differences at level 7+ (boys' performance – girls' performance):

	English		Welsh (First Language)		Mathematics		Science	
	2016	2017	2016	2017	2016	2017	2016	2017
<b>Newport</b>	-9.5	-13.9	-	-	-0.6	-5.8	-5.7	-10.1
<b>Wales</b>	-11.0	-12.7	-10.5	-12.0	-3.6	-4.1	-8.3	-8.1

Gender differences have increased for all subjects, and are wider than the Wales average gender difference in all subjects.

### Wales rankings:

Newport's rankings have improved in mathematics and science, and remains the same as the previous year for CSI.

	CSI	English	Mathematics	Science
<b>2017</b>	19 →	19 ↓	16 ↑	15 ↑
<b>2016</b>	19 ↓	15 ↓	17 →	19 ↓
<b>2015</b>	18 ↑	14 ↑	17 ↑	15 ↑

CSI		English		Welsh 1st Lang.		Mathematics		Science	
Gwynedd	92.8	Ceredigion	95.2	Pembrokeshire	99.3	Gwynedd	94.8	Monmouthshire	97.0
Monmouthshire	92.7	Monmouthshire	94.5	Wrexham	96.6	Monmouthshire	94.5	Gwynedd	96.8
Ceredigion	91.9	Vale of Glamorgan	93.9	Powys	96.3	Vale of Glamorgan	93.4	Ceredigion	96.6
Vale of Glamorgan	91.8	Gwynedd	93.6	Vale of Glamorgan	95.6	Ceredigion	93.3	Vale of Glamorgan	95.7
Flintshire	89.5	Isle of Anglesey	92.9	Cardiff	95.4	Flintshire	92.7	Bridgend	95.5
Bridgend	89.0	Flintshire	92.5	Swansea	95.4	Carmarthenshire	92.4	Conwy	95.4
Torfaen	89.0	Powys	92.3	Flintshire	95.1	Torfaen	92.4	Isle of Anglesey	95.3
Conwy	88.9	Bridgend	91.6	Isle of Anglesey	95.0	Conwy	92.1	Powys	95.2
Isle of Anglesey	88.9	Conwy	91.2	Rhondda Cynon Taff	94.1	Bridgend	92.1	Torfaen	95.2
Powys	88.6	Swansea	91.2	Gwynedd	93.7	Pembrokeshire	91.6	Flintshire	95.1
Pembrokeshire	88.4	Pembrokeshire	90.8	Wales	93.5	Powys	91.2	Carmarthenshire	94.1
Carmarthenshire	88.4	Cardiff	90.8	Ceredigion	93.0	Swansea	91.0	Denbighshire	93.8
Swansea	88.2	Torfaen	90.7	Bridgend	92.7	Isle of Anglesey	91.0	Cardiff	93.7
Rhondda Cynon Taff	87.4	Merthyr Tydfil	90.7	Denbighshire	92.4	Wales	90.8	Wales	93.5
Wales	87.4	Wales	90.5	Conwy	92.2	South East Wales	90.7	Rhondda Cynon Taff	93.3
Merthyr Tydfil	87.1	Rhondda Cynon Taff	90.4	Carmarthenshire	92.1	Rhondda Cynon Taff	90.7	South East Wales	93.0
South East Wales	86.4	Carmarthenshire	90.0	Neath Port Talbot	91.6	Denbighshire	90.7	Newport	92.9
Wrexham	86.3	Denbighshire	90.0	Torfaen	89.9	Newport	90.6	Pembrokeshire	92.8
Cardiff	86.2	Wrexham	89.8	South East Wales	88.0	Cardiff	89.3	Merthyr Tydfil	92.6
Denbighshire	85.6	Newport	89.3	Caerphilly	86.6	Wrexham	89.2	Swansea	91.6
Newport	85.3	South East Wales	89.0	Merthyr Tydfil	-	Blaenau Gwent	89.1	Blaenau Gwent	91.4
Caerphilly	84.1	Blaenau Gwent	86.3	Blaenau Gwent	-	Caerphilly	88.9	Wrexham	91.4
Blaenau Gwent	83.4	Caerphilly	86.2	Monmouthshire	-	Merthyr Tydfil	88.6	Caerphilly	90.7
Neath Port Talbot	79.6	Neath Port Talbot	85.6	Newport	-	Neath Port Talbot	84.4	Neath Port Talbot	89.0

## National Tests

### Reading tests

	Reading - English						Reading - Welsh					
	85+			116+			85+			116+		
	2016	2017	Diff	2016	2017	Diff	2016	2017	Diff	2016	2017	Diff
Newport	82.3	81.8	-0.5	15.4	15.2	-0.2	84.3	81.0	-3.3	11.7	9.8	-1.9
S E Wales	82.4	82.4	-0.1	15.8	15.6	-0.2	82.2	81.9	-0.3	12.9	12.0	-0.9
Wales	83.8	83.5	-0.3	16.7	16.5	-0.2	84.8	85.1	0.2	16.6	16.6	0.1

- There's been a 0.5% decline in performance for standardised scores of 85+ in English tests since 2016. Performance is comparable with SE Wales and lower than Wales, but the gap between the LA and comparative data has widened slightly.
- For standardised scores of 116+, LA performance declined slightly by 0.2%. Performance is lower than SE Wales and Wales.
- There's been a 3.3% decline in performance at 85+ in Welsh tests since 2016. Performance is lower than SE Wales and Wales and the gap between the LA and comparative data has widened.
- For standardised scores of 116+, LA performance declined by 1.9%. Performance is lower than SE Wales and Wales and the gap between the LA and comparative data has widened.

### Numeracy tests

	Numeracy - Procedural						Numeracy - Reasoning					
	85+			116+			85+			116+		
	2016	2017	Diff	2016	2017	Diff	2016	2017	Diff	2016	2017	Diff
Newport	81.4	81.6	0.2	14.0	14.2	0.2	80.8	79.1	-1.7	13.3	12.2	-1.1
S E Wales	82.4	82.1	-0.3	14.5	14.7	0.2	81.9	80.9	-1.0	14.0	13.4	-0.6
Wales	84.3	83.8	-0.5	16.1	16.0	-0.1	84.8	84.2	-0.6	16.9	16.6	-0.3

- There's been a 0.2% improvement in performance at 85+ in Procedural tests since 2016. Performance is below SE Wales and Wales, but the gap between the LA and comparative data has narrowed.
- At 116+, LA performance improved by 0.2%. Performance is lower than SE Wales and Wales, but the gap between the LA and Wales data has narrowed.
- There's been a 1.7% decline in performance at 85+ in Reasoning tests since 2016. Performance is lower than SE Wales and Wales, and the gap between the LA and Wales data has widened.
- At 116+, LA performance declined by 1.1%. Performance is lower than SE Wales and Wales, and the gap between the LA and Wales data has widened.

## Wales Rankings

	Reading En	Reading We	Numeracy procedural	Numeracy reasoning
<b>2017</b>	19	20	17	21
<b>2016</b>	16	14	20	21
<b>2015</b>	19	21	21	21

Reading - English		Reading - Welsh		Numeracy - Procedural		Numeracy - Reasoning	
Vale of Glamorgan	89.2	Vale of Glamorgan	92.8	Vale of Glamorgan	89.7	Vale of Glamorgan	89.9
Monmouthshire	88.3	Monmouthshire	92.4	Monmouthshire	88.3	Gwynedd	88.0
Powys	86.4	Merthyr Tydfil	91.2	Ceredigion	86.9	Powys	87.9
Swansea	85.7	Cardiff	89.5	Powys	86.8	Monmouthshire	87.7
Ceredigion	85.2	Powys	88.6	Swansea	86.6	Ceredigion	87.5
Bridgend	84.8	Denbighshire	87.2	Carmarthenshire	86.6	Carmarthenshire	87.5
Pembrokeshire	84.6	Neath Port Talbot	86.8	Gwynedd	85.7	Swansea	87.1
Carmarthenshire	84.3	Swansea	86.8	Bridgend	85.3	Isle of Anglesey	86.1
Cardiff	84.1	Carmarthenshire	85.9	Isle of Anglesey	84.2	Flintshire	85.2
Flintshire	83.8	Wales	85.1	Cardiff	84.1	Bridgend	85.1
Conwy	83.6	Rhondda Cynon Taff	84.9	Wales	83.8	Pembrokeshire	84.3
Wales	83.5	Gwynedd	84.6	Neath Port Talbot	83.8	Wales	84.2
Isle of Anglesey	83.0	Ceredigion	84.3	Flintshire	83.7	Conwy	84.0
Gwynedd	83.0	Pembrokeshire	83.9	Conwy	83.2	Cardiff	83.8
Neath Port Talbot	82.8	Bridgend	83.7	Rhondda Cynon Taff	82.6	Denbighshire	83.1
Merthyr Tydfil	82.4	Conwy	82.6	Merthyr Tydfil	82.5	Neath Port Talbot	82.8
Rhondda Cynon Taff	82.2	Caerphilly	82.6	Caerphilly	81.8	Merthyr Tydfil	82.7
Caerphilly	82.0	Flintshire	82.0	Newport	81.6	Rhondda Cynon Taff	82.5
Denbighshire	81.9	Wrexham	82.0	Torfaen	81.5	Wrexham	81.8
Newport	81.8	Torfaen	81.0	Denbighshire	81.0	Caerphilly	81.6
Torfaen	81.7	Newport	81.0	Wrexham	80.9	Torfaen	80.7
Wrexham	80.8	Isle of Anglesey	79.4	Pembrokeshire	79.5	Newport	79.1
Blaenau Gwent	78.7	Blaenau Gwent	63.5	Blaenau Gwent	77.4	Blaenau Gwent	75.7

## Proposal

1. To acknowledge the position regarding pupil performance and progress made.
2. To consider any issues arising that the Cabinet may wish to raise.

### Well-being of Future Generations (Wales) Act 2015:

All local authorities have a duty to strive to develop a “Prosperous Wales” by developing “skilled and well-educated population in an economy which generates wealth and provides employment opportunities.” Furthermore, regardless of the socio-economic demographic of an individual school community, all schools will be challenged and supported to improve pupil attainment with a view to create “more equal wales” that enables pupils to fulfil their potential no matter what their background or circumstances.

**Financial Summary:** There are no financial implications linked to 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?
Individual schools do not meet their agreed future target.	M	M	There is an expectation that effective pupil tracking and monitoring is carried out in all schools across the LA.  Progress towards agreed targets are collated by the EAS and LA three times per year. Schools identifying that they are not on track will receive support and challenge from the EAS / LA in order to reduce the gap between agreed targets and outcomes	Deputy and Chief Education Officer EAS
The LA does not meet Welsh Government Modelled Expectations for Key Stage 3 outcomes for 2017/18	M	H	Work plans are in place to improve Key Stage 3 outcomes.	Deputy and Chief Education Officer EAS

### Links to Council Policies and Priorities

Council Improvement Plan  
 Education Service Plan  
 21st Century Schools Strategy  
 Welsh-medium Education Strategy  
 Wellbeing of Future Generations (Wales) Act 2015

**Options Considered / Available; Preferred Choice and Reasons:** N/A



## **Comments of Monitoring Officer**

There are no legal issues arising from the Report.

## **Comments of Chief Financial Officer**

There are no financial implications arising from this report

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

How well children do at school is of critical importance and underpins one of the cornerstones of the Corporate Plan. There are many factors that influence both the attainment and achievement of children during their educational career and which can contribute to the overall performance of schools and the Local Authority. The report references relative deprivation (through eligibility for free school meals) and the Committee may wish to think about this and other factors when considering the issues highlighted within the report. The Committee may also wish to consider the role of other partners under the duties placed on the Authority through the Wellbeing of Future Generations Act.

The report does not highlight any specific human resource implications.

## **Cabinet Member for Education & Skills:**

I am pleased to note that Newport continues to perform above the all Wales average and well above its 'natural' local authority ranking position for Foundation Phase and Key Stage 2 pupil outcomes and the improved ranking position for the Core Subject Indicator at Key Stage 2.

It is also encouraging to see improved performance in Key Stage 3 pupil outcomes. However, Key Stage 3 outcomes remain a challenge and must improve in order to secure better outcomes for pupils at Key Stage 4. This is a key focus for schools and the EAS.

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# Report

## Cabinet

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### Part 1

Date: 15 November 2017

**Subject** Cabinet Work Programme

**Purpose** To report and agree the details of the Cabinet's Work Programme.

**Author** Democratic Services and Communications Manager

**Ward** All Wards

**Summary** The purpose of a work programme is to enable Cabinet to organise and prioritise the reports and decisions that are brought to each of meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The current work programme runs to May 2018, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Head of Democratic Services brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

**Proposal** To agree the updated work programme.

**Action by** Democratic Services and Communications Manager

**Timetable** Immediate

This report was prepared after consultation with:

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

## Background

The purpose of a work programme is to enable Cabinet to organise and prioritise the reports and decisions that are brought to each of meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The Wales Audit Office's Corporate Assessment of Newport City Council, published in September 2013, highlighted the need to "strengthen committee work programming arrangements to ensure they are timely, meaningful, informative, transparent, balanced, monitored, and joined up". Since that report was published, these monthly reports have been introduced to provide Cabinet with regular updates on its work programme, and the opportunity to comment upon and shape its priorities as an executive group. The Democratic Services team have also been working to improve the links between this and other work programmes under its management (e.g. Council, Scrutiny, Audit) to ensure the various programmes are properly coordinated.

The current work programme runs to May 2018, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Head of Democratic Services brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

## 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	Work programming arrangements are in place 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**

Monthly update reports allow the Scrutiny and Cabinet work programmes to be better coordinated. The Scrutiny team and Members are currently developing new ways of working through the new Committees, and continually reviewing the work programmes to focus more on risk, and ensure all scrutiny activity has a defined purpose and constructive outcome.

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

This does not apply to this procedural report.

### **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**

[Newport City Council Corporate Assessment](#), Wales Audit Office (September 2013)

[Newport City Council – Corporate Assessment Follow Up 2015](#), Wales Audit Office (May 2015)

Dated: November 2017

Meeting	Agenda Items	Lead Officer	Next Council?
15-Nov-17	Corporate Plan	CE	28 Nov 2017
	Education and Pupil Performance Data	CEdO	
	Revenue Budget Monitor	HoF	
	Capital Budget Monitor	HoF	
	Transporter Bridge: Heritage Lottery Fund	HRIH	
	WAO Action Plan Update	HP&BC	
	Certificate of Compliance 1	HP&BC	
	Work Programme	DSCM	
20-Dec-17	Revenue Budget and Medium Term Financial Plan	HoF	30 Jan 2018
	Mid-Year Analysis of Pls	HP&BC	
	Certificate of Compliance 2	HP&BC	
	Work Programme	DSCM	
17-Jan-18	Risk Update	HP&BC	30 Jan 2018
	Revenue Budget and Medium Term Financial Plan	HoF	
	Improvement Plan Update: Quarter 2	HP&BC	
	Verified Key Stage 4 and 5 Pupil Outcomes	CEdO	
	Work Programme	DSCM	
14-Feb-18	Revenue Budget and Medium Term Financial Plan	HoF	27 Feb 2018 Budget
	Capital Budget	HoF	
	Treasury Management	HoF	
	Revenue Budget Monitor	HoF	
	Capital Monitor and Additions	HoF	
	Local Wellbeing Plan	HP&BC	
	Work Programme	DSCM	
14-Mar-18	School Categorisation	CEdO	24 April 2018
	Pay and Reward Statement 2018/19	HP&BC	
	WAO Action Plan Update	HP&BC	
	EAS Business Plan	CEdO	
	Work Programme	DSCM	
18-Apr-18	Improvement Plan Update	HP&BC	
	Work Programme	DSCM	
16-May-18	Items TBC		
	Work Programme	DSCM	

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