

Agenda



Cabinet

Date: Wednesday, 17 January 2018

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

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

Item		Wards Affected
1	<u>Agenda yn Gymraeg</u> (Pages 3 - 4)	
2	<u>Apologies for Absence</u>	
3	<u>Declarations of Interest</u>	
4	<u>Minutes of the Last Meeting</u> (Pages 5 - 8)	
5	<u>School Reorganisation Proposal - Removal of Learning Resource Base Provision at Llanwern High School - Final Decision</u> (Pages 9 - 50)	All Wards
6	<u>Verified Key Stage 4 and 5 Pupil Outcomes</u> (Pages 51 - 64)	All Wards
7	<u>Revenue Budget Monitor</u> (Pages 65 - 84)	All Wards
8	<u>Capital Monitoring & Additions</u> (Pages 85 - 98)	All Wards
9	<u>Improvement Plan 2016-18: Quarter 2 Update</u> (Pages 99 - 136)	All Wards
10	<u>Mid Year Analysis of Performance Indicators</u> (Pages 137 - 148)	All Wards
11	<u>Risk Register</u> (Pages 149 - 202)	All Wards
12	<u>Work Programme</u> (Pages 203 - 208)	

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Agenda

Cabinet

Dyddiad: Dydd Mercher, 17 Ionawr 2018

Amser: 4 y.p.

Lleoliad: Ystafell Bwyllgor 1 – Y Ganolfan Ddinesig

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

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>Cynnig Adrefnu Ysgolion – Cael gwared ar y Ddarpariaeth Adnoddau Dysgu yn Ysgol Uwchradd Llanwern – Penderfyniad Terfynol</u>	Pob Ward
6 <u>Data ynghylch Perfformiad Disgyblion – Cyfnodau Allweddol 4 a 5</u>	Pob Ward
7 <u>Monitor Cyllideb Refeniw</u>	Pob Ward
8 <u>Monitor Cyllideb Gyfalaf</u>	Pob Ward
9 <u>Diweddariad Cynllun Gwella 2016-18: Chwarter 2</u>	Pob Ward
10 <u>Diweddariad Perfformiad Canol Blwyddyn</u>	Pob Ward
11 <u>Diweddariad am y Gofrestr Risg Gorfforaethol</u>	Pob Ward
12 <u>Rhaglan Waith</u>	Pob Ward

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Minutes



Cabinet

Date: 20 December 2017

Time: 4.00 pm

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

Apologies: Councillors M Whitcutt

1 **Declarations of Interest**

There were no declarations of interest.

2 **Minutes of the Last Meeting**

The minutes of the last meeting were approved as a true record.

3 **Wales Audit Office Certificate of Compliance 2**

The Leader presented the Certificate of Compliance, which was issued by the Wales Audit Office (WAO) following an audit of the council's Improvement Plan Review. This was the second of two certificates that the authority had achieved in 2017-18. The first certificate was considered at Cabinet in November and was issued following an audit of the Improvement Plan 2016-18.

In issuing the certificate, the Auditor General determined that the council had met its duties in regard to the Local Government Measure 2009. The report also noted that the council had addressed a previous comment from the WAO that more detail on national comparator data should be used in its assessment of performance.

Decision:

To note the positive outcome of the second Certificate of Compliance in relation to the council's Improvement Plan Annual Review.

4 **Revenue Budget and Medium Term Financial Plan 2018-19: Draft Proposals**

The Leader of the Council presented the report, which outlined the draft proposals to form the basis of the budget consultation process for 2018-19.

The final settlement, received shortly before the meeting, confirmed the ongoing challenge the Council was facing, to continue providing over 800 services to Newport's growing population on an ever decreasing budget. Over the last five years, the council had made savings of £41m, but ongoing austerity, coupled with ongoing financial pressures and

demands meant that even more savings had to still be found – at least £30m by 2022. It was too early to provide a full analysis of the final settlement, but this would be included in the final report to Cabinet in February.

The Leader noted that, in response to feedback from opposition members, the format of the budget report had been updated to make it easier to read and understand.

Some budget decisions were due to be made under “delegated authority”, meaning that officers were authorised to make these decisions without Cabinet or Council approval. These proposals would not be part of the public consultation. However, as part of the commitment to openness and transparency, details of all these proposals had been published in the background papers to this report, so the public could see all the steps being taken to address the budget deficit.

Once approved today, the budget proposals in appendix 2 and 6 of the report would be subject to public consultation, together with the fees and charges listed in appendix 7. Our residents and other key stakeholders will be able to feed back their views on these proposals, and we will receive the results of the consultation process in February, when we will agree the final budget proposals to be recommended to Cabinet.

Cabinet spoke in support of the proposals, including comments on:

- The intensive and detailed process undertaken to identify, develop and review the budget proposals this year.
- Recognition that these were the “least worst options” – Cabinet understood that the public were unlikely to be happy with these options, but the Council were required to set a balanced budget, and reductions in funding meant that budget savings had to be found.
- The low proportion of revenue from council tax in Newport, compared with other authorities.
- The ongoing austerity and difficult choices ahead in future years.
- Protection of the education budget, which had been achieved for many years, and recognition of the hard work by school management teams to manage their budgets appropriately.
- Ongoing lobbying of national governments, on the education budget and generally, about the levels of local government funding.
- The importance of the consultation process – although the challenge was great, the options were limited, and there was therefore very scope for flexibility, results of the consultation would be considered carefully, and all opportunities to reduce the impact of funding reductions would be looked at seriously.

Decision:

1. To agree the following draft proposals for public consultation:

- i) Budget savings proposals in Appendix 2 (summary table) and Appendix 6 (detailed business cases).
- ii) Proposed increases to fees and charges in Appendix 7.
- iii) The position regarding the proposed school funding for 2018-19 in paragraphs 5.1-5.6.

2. To note:

- i) The position on developing a balanced budget for 2018-19, acknowledging that the position will be subject to ongoing review and updates.

- ii) And agree that the Head of Service decisions in Appendix 3 be implemented with immediate effect.
- iii) That Fairness and Equality Impact Assessments have been completed for all proposals requiring one.

5 **Welsh Education Strategic Plan 2017 - 2020**

The Cabinet Member for Education and Skills presented the report, proposing a series of amendments to Newport's draft Welsh Education Strategic Plan (WESP) – Newport's plan for how Welsh medium and Welsh language provision is planned and developed.

The first WESP for Newport was submitted to Welsh Government in February. The Minister commissioned a review of all WESPs, because he did not consider that any were ambitious enough in terms of increasing the number of Welsh Speakers to one million, as set out in Welsh Government's Cymraeg 2050 policy.

The amendments proposed in the revised plan took account of feedback from Welsh Government and key stakeholders following a further round of consultation that finished in November. The proposed amendments included increased numbers, beyond the children currently studying in Welsh schools and a commitment to work regionally on issues such as workforce strategy, early years and Additional Learning Needs.

The Cabinet Member noted that Newport had a good record of supporting the development of Welsh medium education and with the opening of Gwent Is Coed, which would have further development under our 21st century schools Band B programme, the authority was confident that this would further support increase demand for Welsh education within the city.

The Cabinet Member concluded that the proposed updates within the report demonstrated a positive commitment to developing Welsh education and the Language within the city, over the remaining two year period of the WESP. They were also set firmly and realistically within the challenges in Newport as a city with a growing population and ever-reducing resources.

Cabinet Members spoke in favour of the report, echoing the authority's commitment to developing Welsh Education in line with Welsh Government requirements and demand in the City.

Decision:

To note the feedback and approve the revised Welsh Education Strategic Plan for submission to Welsh Government.

6 **Development Loan Facility: IAC Building**

The Leader of the Council presented the report, which asked Cabinet to decide whether or not to agree the proposed loan arrangement for the IAC building in principle. The preferred option was to agree the loan arrangement in principle, because the redevelopment of the IAC building was a significant investment that was critical to the future of the city centre.

The Cabinet Members present all spoke in favour of the proposal, outlining the benefits and wide ranging impact of the outlined scheme, including:

- The proposal would bring a key economic anchor to the Northern end of the city, stimulating the creation of future high-quality office space and encouraging further investment and footfall into the city centre.
- Ancillary benefits included the creation of construction jobs, training opportunities, and financial benefit to local construction companies.
- The property was obsolete in its current manifestation and served little purpose other than to demean perceptions of the city centre to its visitors.
- If Newport was to maintain the momentum generated by the regeneration of the city centre then it was vital that aspirational and transformational developments such as the proposal for the IAC building were secured and delivered.

Decision:

1. To approve a loan facility of up to £12 million for the redevelopment of the IAC Building by Garrison Barclay on commercial terms to be agreed by the Head of Finance and the Head of Law and Regulation, subject to satisfactory due diligence and financial appraisal.
2. To authorise the Head of Law and Regulation and the Head of Finance to agree the terms of the Funding Agreement and to attend to the sealing and signing of the appropriate legal documentation in relation to the loan and security.

7 Work Programme

The Leader presented the Cabinet Work Programme.

Decision:

To agree the updated work programme.



Report

Cabinet

Part 1

Date: 17 January 2018

Subject **School Reorganisation Proposal – Removal of Learning Resource Base (LRB) provision at Llanwern High School – Final Decision**

Purpose To seek final determination on the school reorganisation proposal “to permanently remove the Learning Resource Base provision currently at Llanwern High School”

Author Deborah Weston, Education Service Development Manager

Ward All Wards

Summary This school reorganisation proposal has been carried out in accordance with the statutory School Organisation Code and included a formal consultation period followed by the publication of a statutory notice for the required period of 28 days.

One objection was lodged during this statutory notice stage, and therefore the final decision cannot be determined by the Cabinet Member for Education and Skills. Instead, Cabinet is required to act as the Local Determination Panel and take the final decision on implementation of this proposal.

The original proposal included an anticipated implementation date of January 2018. However, as this determination now needs to be taken by Cabinet rather than the Cabinet Member for Education and Skills, this date will not be achieved. Cabinet is asked therefore to modify the original proposal and approve implementation from 1st April 2018.

Proposal **To approve the school reorganisation proposal “to permanently remove the Learning Resource Base provision currently at Llanwern High School with effect from April 2018”**

Action by Chief Education Officer

Timetable Immediate

This report was prepared after consultation with:

- Strategic Director - People
- Education Senior Management Team
- Senior HR Business Partner
- Senior Finance Business Partner
- Schools Resources Manager
- Headteacher, Llanwern High School
- Chair of Governors, Llanwern High School

Signed

Background

The school reorganisation proposal has been taken forward to permanently remove the Learning Resource Base from Llanwern High School. This included a period of formal consultation carried out between 10th July 2017 and 24th September 2017 following which a consultation report, containing a summary of the issues raised by consultees and the Council's response, was prepared and published on the Newport City Council website.

The Council subsequently published a statutory proposal between 6th November 2017 and 4th December 2017 to permanently discontinue the Learning Resource Base (LRB) currently housed at Llanwern High School. The decisions to launch formal consultation and publish the statutory proposal were both approved by the Cabinet Member for Education and Skills via the Council's agreed democratic processes and procedures.

The statutory proposal was published on the Newport City Council website and copies were displayed at all main entrances to Llanwern High School. The notice was also shared with all stakeholders as outlined in the statutory School Organisation Code, including pupils, staff and parents / carers of Llanwern High School and the parents of pupils currently attending the five cluster primary schools: Alway Primary, Eveswell Primary, Llanmartin Primary, Milton Primary and Ringland Primary.

As an objection was received during the statutory proposal stage, the final determination must be referred to Cabinet acting as the Local Determination Panel. As a result the original proposed implementation date of 1st January 2018 will not be achieved. Cabinet is asked therefore to modify the original proposal and approve implementation from 1st April 2018.

Current Position

The LRB is currently empty, all pupils having moved to either alternative small group provisions in host schools or small nurture groups which are more suitable to their specific needs. The trained staff employed at host schools and the increased use of outreach support will enable schools to make best use of resources at a local level to support pupils through small group provision, interventions and support.

Objections

One objection was lodged during the statutory notice stage, and was received from a member of staff employed to work within the LRB at Llanwern High School. The reasons for the objection, along with the Council's responses to the points made, are outlined in the Objection Report which has been drafted and accompanies this report. In summary however, the objection was made on the following grounds:

- *Re-establishment of provision*
Under this section, the individual referred to the changes that were previously made to the provision in 2014, the staff employed at the base and the training provided to them to meet the needs of the pupils.
- *Current Situation at Llanwern LRB*
Under this section, the individual outlined the operational arrangements in place over the course of the 2016/17 academic year, including the creation of a 'Nurturing Parents Group' and the establishment of new ways of working and initiatives to support challenging youngsters.
- *Some Concerns Regarding the Proposed Closure of the LRB*
Under this section, the individual outlined the reasons for placing a pupil in a LRB and outlined the disparity between the number of Key Stage 2 LRB places and Key Stage 3 LRB places across Newport's primary and secondary schools. This section went on to give some specific details regarding the pupils who were asked to contribute to the learner voice and outlines the difficulties facing the staff who previously worked within the LRB along with their current positions within the school.

Response from the Chief Education Officer

Whilst the previous success of the provision is acknowledged, a decision was taken by Cabinet to withdraw the funding associated with the LRB as part of the budget determinations for the 2017/2018 financial year.

This decision supports the strategy that individual pupil needs could be better met at more inclusive Additional Learning Needs (ALN) settings within mainstream host schools, and also serves to reduce the significant operational running costs of the existing provision. The LRB has been empty since the start of the 2017/18 academic year, pending a decision on permanent closure.

There is also recognition that some pupils need specialist support but it is felt that this can best be achieved via small group provision within a host school setting. This will enable extended integration and a more personalised learning pathway, and young people will have access to a high level of support within their mainstream setting including a broader access to a menu of interventions and interaction with positive role models.

Going forward, the emphasis will be on the provision of a nurturing environment to support individual needs throughout the school. Extensive training has been provided to mainstream staff and there has been collaboration across the City involving staff members that operate small groups and Inclusion Centres in mainstream schools.

Financial Summary

As part of the 2017/2018 budget setting process, it was agreed that funding would cease for the LRB provision at Llanwern High School with effect from September 2017. The proposal has resulted in part year savings in 2017/2018 of £79,000 and a further £54,619 in 2018/2019 to reflect the annual savings of £133,619.

The proposal now seeks to formally close the provision from April 2018. Savings are however being achieved in advance of this formal closure as funding is no longer attached to the unit directly.

These total savings could be offset by potential additional costs incurred from increased pressure on the Council's Special Educational Needs budget in respect of pupils previously accessing the base who may require specialist provision or additional curriculum. These figures, if they arise, are needs led and will be managed within other specific ALN budgets.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Failure to finally determine the proposal	L	L	This risk has been mitigated by carrying out a full consultation process in accordance with the statutory School Organisation Code and through the publication of a statutory notice. This generated only one objection which is detailed in full within this report.	Chief Education Officer

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Wellbeing of Future Generations (Wales) Act 2015
Council Improvement Plan
Education Service Plan

Options Available

Option 1: to determine to implement the proposal to permanently discontinue the Learning Resource Base at Llanwern High School albeit with a modified implementation date of April 2019.

Option 2: to decide to withdraw the proposal and reinstate the funding to enable the Learning Resource Base to remain open.

Preferred Option and Why

The preferred option is Option 1. This supports the initial decision to withdraw the funding associated with the provision and also supports the strategy that individual pupil needs could be better met at more inclusive Additional Learning Needs (ALN) settings within mainstream host schools. The LRB has been empty since the start of the 2017/18 academic year, pending a decision on permanent closure.

This matter has been subject to a detailed school reorganisation proposal with only one objection received during the statutory notice stage.

Comments of Chief Financial Officer

The financial implications are as stated in the report and these have been built into the Council's MTFP and form part of the current 2018/19 budget proposals.

Comments of Monitoring Officer

The proposed action is in accordance with the statutory school reorganisation procedures set out in the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code. The proposal to remove the LRB from Llanwern High School is a regulated alteration and, therefore, had to be the subject of formal statutory consultation under the Code. In accordance with the statutory procedures, a detailed consultation document was prepared, setting out the reasons for the proposals, and meaningful consultation was carried out with key stakeholders, including children and young people, who were likely to be affected by the changes. There were three objections received based upon a perceived detrimental impact of the closure of the LRB on the provision of education for the affected pupils. However, the formal response from Estyn concluded that the proposals would, at least, maintain current standards of education and there was the potential for the alternative arrangements to better meet their educational needs. These consultation responses were reported back to the Cabinet Member, who considered those representations and decided to proceed with the necessary statutory notices, having regard to the educational impact of the proposals. The proposal was then published by way of formal statutory notice, on the Council's website and by public notices, and a period of 28 days (including, at least, 15 school days) was allowed for statutory objections. One formal objection was lodged by a member of staff employed at the school and the grounds of objection and the Education response are set out in the Report. Because this objection was received during the statutory proposal stage, the final determination must be referred to full Cabinet, acting as the Local Determination Panel. As a result, the original proposed implementation date of 1st January 2018 will not be achieved and, if Cabinet agree to proceed with the proposal, they will need to modify the proposal and approve a later implementation date of 1st April 2018.

Comments of Head of People and Business Change

As required this proposal has considered all five aspects of the sustainable development principle of the Well-being of Future Generations (Wales) Act. In addition a Fairness and Equality Impact Assessment (FEIA) has been completed and should be reviewed and updated at each stage of the decision making process.

The proposal that has been taken forward to permanently remove the Learning Resource Base from Llanwern High School has no human resources implications as the staff employed to work in the Learning Resource Base will be assimilated into the workforce with no job losses.

Local issues

None

Scrutiny Committees

None

Equalities Impact Assessment

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low. The Fairness & Equality Impact Assessment (FEIA) has been updated and is attached at Appendix 1.

Children and Families (Wales) Measure

Consultation with Children and Young People was carried out during the formal consultation stage and is outlined within the Consultation Report.

Wellbeing of Future Generations (Wales) Act 2015

Report writers need to indicate how they have considered the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act. You will need to demonstrate you have considered the following:

- Long term: the importance of balancing short- term needs with the need to safeguard the ability to also meet long – term needs **by ensuring that children with additional educational needs are educated at appropriate placements**
- Prevention: How acting to prevent problems occurring or getting worse may help us meet our objectives **the needs of pupils with additional educational needs can be met in a more cost-effective manner**
- Integration: Consider how the proposals will impact on our wellbeing objectives, our wellbeing goals, other objectives or those of other public bodies **in accordance with the School Organisation Code, a formal consultation has been carried out with key stakeholders and a statutory proposal has been published providing the opportunity for stakeholders to submit any objections. This proposal supports the “A prosperous Wales” and “A more equal Wales” Well-being Goals and has no adverse effect on any of the other Well-being Goals. In addition this proposal supports the Newport City Council Well-being Objective “To improve skills, educational outcomes and employment opportunities”**
- Collaboration: have you considered how acting in collaboration with any other person or any other part of our organisation could help meet our wellbeing objectives **a formal consultation has already been carried out and included targeted stakeholder engagement. A FEIA has also been prepared and updated to consider the impact of the proposal**
- Involvement: The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the City we serve **a formal statutory consultation has already been carried out and included targeted stakeholder engagement. A FEIA has also been prepared and updated to consider the impact of the proposal**

In summary this proposal supports wellbeing by supporting and promoting inclusion. Pupils will now be taught in mainstream environments, with additional support and increased outreach services from the Pupil Referral Unit being provided where appropriate to meet the specific needs of individual pupils. This will improve skills, educational outcomes and employment opportunities, enabling young people to become independent and resilient.

Crime and Disorder Act 1998

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

Consultation

This proposal has been subject to a full programme of stakeholder engagement as required under the statutory School Organisation Code. The results of this consultation are outlined in detail in the consultation report.

Background Papers

Formal Consultation Document
Consultation Report
Statutory Proposal (Notice)
Objection Report
Statutory Objection

Dated: 8th January 2018

APPENDIX 1

Fairness and Equalities Impact Assessments F&EIAs (2015)

This form presents evidence that equalities, Welsh language and fairness have been considered when taking policy and service delivery decisions in Newport City Council.

Our Equalities focus is taken from the Equalities Act 2010: we consider the nine protected equalities characteristics- age, gender reassignment, disability, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation.

Under the General Equality Duty we have a duty to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity and
- Foster good relations

across the nine protected characteristics.

Under the Welsh Language Measure 2011 the Welsh language cannot be treated any less favourably than the English language. In Newport we focus on Fairness through the following themes: Health, Poverty, Skills and Work, Domestic Abuse and Tackling Area Based Deprivation.

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Service Area	Head of Service	Person responsible for the Assessment	Date of Assessment
Education	Sarah Morgan	Deborah Weston	December 2017

1. What is the policy/ service being assessed?

To finally determine the proposal to permanently remove the Learning Resource Base provision that is currently at Llanwern High School, albeit with a modified implementation date of April 2018.

2. What is the purpose of the policy/ service change?

To implement the budget savings agreed by Cabinet to cease the funding attributable through the Individual Schools Budget (ISB) for the Learning Resource Base provision at Llanwern High School.

3. Protected Characteristics

Protected Characteristic	Who are the customers/service users/ potential service users?	If we take this decision what is the potential impact? The impact may be either positive or negative Explain how people may be affected and give the evidence for this	Action Plan to address issues raised What changes or practical measures would reduce adverse impact on particular groups. What changes would increase positive impacts e.g. improve access or opportunity (may be revisited post consultation)	Who is responsible?	Timeframe to review
Age Page 16	Secondary school age children in years 7 – 9 and their parents / carers	The Learning Resource Base is currently empty and there are no plans for children to be accommodated at this provision, pending a final decision on this proposal.	<p>This proposal was subject to formal consultation with a range of stakeholders, the result of which is outlined in the Consultation Report which has been prepared and published on the Newport City Council website.</p> <p>A statutory proposal was subsequently published which provided an opportunity for legal objections to be lodged. Only one objection was received, from a member of staff previously employed at the provision.</p> <p>The majority of pupils who were attending the LRB have now successfully moved to small group provision in host schools. The one remaining pupil was not attending the provision regularly and has</p>	Chief Education Officer	Proposal will be implemented in April 2018

			moved to a small nurture group for vulnerable pupils, which is more suitable to his specific needs.		
Gender reassignment	Not applicable				
Disability	Secondary school age children in years 7 – 9 who have a registered disability and their parents / carers	The Learning Resource Base is currently empty and there are no plans for children to be accommodated at this provision, pending a final decision on this proposal.	<p>This proposal was subject to formal consultation with a range of stakeholders, the result of which is outlined in the Consultation Report which has been prepared and published on the Newport City Council website.</p> <p>A statutory proposal was subsequently published which provided an opportunity for legal objections to be lodged. Only one objection was received, from a member of staff previously employed at the provision.</p> <p>The majority of pupils who were attending the LRB have now successfully moved to small group provision in host schools. The one remaining pupil was not attending the provision regularly and has moved to a small nurture group for vulnerable pupils, which is more suitable to his specific needs.</p>	Chief Education Officer	Proposal will be implemented in April 2018
Marriage/Civil Partnership	Not applicable				
Pregnancy and Maternity	Not applicable				
Race	Secondary school age children in years 7 – 9 and their parents / carers	The Learning Resource Base is currently empty	This proposal was subject to formal consultation with a range of stakeholders, the result of which is	Chief Education Officer	Proposal will be implemented in April 2018

		and there are no plans for children to be accommodated at this provision, pending a final decision on this proposal.	<p>outlined in the Consultation Report which has been prepared and published on the Newport City Council website.</p> <p>A statutory proposal was subsequently published which provided an opportunity for legal objections to be lodged. Only one objection was received, from a member of staff previously employed at the provision.</p> <p>The majority of pupils who were attending the LRB have now successfully moved to small group provision in host schools. The one remaining pupil was not attending the provision regularly and has moved to a small nurture group for vulnerable pupils, which is more suitable to his specific needs.</p>		
Religion/belief (or the absence of)	Not applicable				
Sex	All secondary school age children in years 7 – 9 and their parents / carers	The Learning Resource Base is currently empty and there are no plans for children to be accommodated at this provision, pending a final decision on this proposal.	<p>This proposal was subject to formal consultation with a range of stakeholders, the result of which is outlined in the Consultation Report which has been prepared and published on the Newport City Council website.</p> <p>A statutory proposal was subsequently published which provided an opportunity for legal objections to be lodged. Only one</p>	Chief Education Officer	Proposal will be implemented in April 2018

			<p>objection was received, from a member of staff previously employed at the provision.</p> <p>The majority of pupils who were attending the LRB have now successfully moved to small group provision in host schools. The one remaining pupil was not attending the provision regularly and has moved to a small nurture group for vulnerable pupils, which is more suitable to his specific needs.</p>		
Sexual Orientation	Not applicable				
Welsh language	Not applicable. The proposal concerns English language provision				

4. Who has the service consulted regarding the proposed change? When should new consultation take place?

NB: It is essential that service users and other interested parties are involved in the planning process at the earliest opportunity. Consultation at an initial stage should be along broad themes. It is appropriate to ask what services are valued, how services could be changed and or what could be done differently. This feedback should then inform your business case proposals and the F&EIA. When specific proposals have been drawn up, they too will need to be consulted upon. All stakeholders and their views need to be represented.

The cessation of funding was included in the Council's budget proposals for 17/18, and this was subject to public consultation. Notwithstanding this however, this proposal was subject to formal consultation with a range of stakeholders as defined in the WG School Organisation Code. The feedback received during the formal consultation is outlined in a Consultation Report which has been prepared and published on the Newport City Council website.

The Council then published a statutory proposal for 28 days to permanently discontinue the LRB. One objection was lodged during the statutory notice stage, and was received from a member of staff who was employed to work within the LRB at Llanwern High School. The reasons for this objection and the Council's responses are outlined within the Objection Report which will be published on the Newport City Council website following final determination.

5. What evidence/ data has been used to complete this F&EIA (This will include local and national guidance)

Business cases were drafted as part of the Council's budget proposals for 2017/18.

A formal consultation has been carried out in accordance with the School Standards and Organisation (Wales) Act 2013 and the statutory School Organisation Code 2013. The results of this consultation are outlined in the Consultation Report which has been prepared and published on the Council website.

A statutory proposal was subsequently published, and this provided stakeholders with the opportunity to lodge any legal objections against the proposal. A single objection was received, the details of which are outlined in the Objection Report.

6. How will the relevant groups be advised of the changes and the F&EIA?

Stakeholders were made aware of the initial consultation and engagement session arranged for them to find out more information. At the end of the consultation period, a Consultation Report was prepared and published, and stakeholders made aware of this.

The Council then decided to publish a statutory proposal. This was published on the Newport City Council website and copies were displayed at all main entrances to Llanwern High School. The notice was also shared with all stakeholders as outlined in the statutory School Organisation Code, including pupils, staff and parents / carers of Llanwern High School and the parents of pupils currently attending the five cluster primary schools: Always Primary, Eveswell Primary, Llanmartin Primary, Milton Primary and Ringland Primary.

Details of the final determination will also be shared with stakeholders as outlined and defined within the statutory School Organisation Code.

7. How will the policy/ practice make Newport more or less fair in relation to:

- Health Inequalities
- Child Poverty
- Skills and Work
- Tackling Domestic Violence
- Alcohol and Substance misuse
- Homelessness
- Armed Forces Veterans

The costly provision will cease and funding targeted appropriately elsewhere.

8. How will the service / policy affect local areas of the city?

Will it have a positive or negative impact in terms of fairness and addressing local area deprivation (you will need to use spatial data available through the Newport Profile and specific Ward Profiles to address this question)?

Whilst the provision is based at Llanwern High School, it can be accessed by pupils across the City according to their level of need. It is likely however that these pupils will now be accommodated in small group placements in their catchment schools, meaning that there will be more interaction with their local peer groups.

9. In summary, how does the changed service /policy promote good community relations (cohesion)?

Pupils will now be accommodated in small group placements in their catchment schools, meaning that there will be more interaction with their local peer groups.

10. In summary, how does the changed service /policy promote equality?

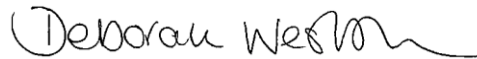
Pupils will now be accommodated in small group placements in their catchment schools, meaning that there will be more interaction with their local peer groups.

11. In summary, how does the changed service /policy eliminate discrimination?

Pupils will now be accommodated in small group placements in their catchment schools, meaning that there will be more interaction with their local peer groups.

Completed by: Deborah Weston, Education Service Development Manager

Date: December 2017



Signed off by: Sarah Morgan, Interim Head of Education

Date: December 2017



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**Formal consultation to remove
the Learning Resource Base
provision from
Llanwern High School**

10 July – 24 September 2017



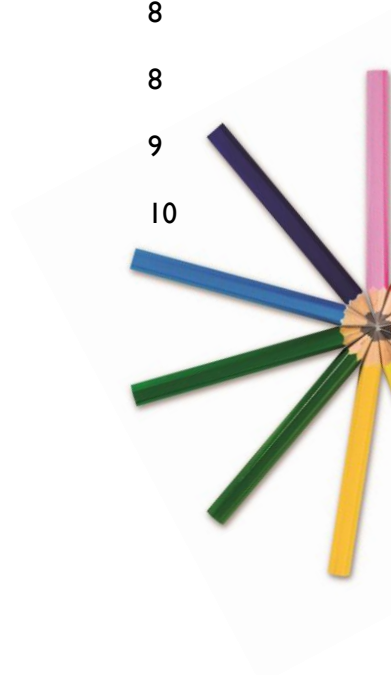
*Information can also be arranged in other community languages if needed.
Please contact us on 01633 656656 to arrange.*

Croesawn alwadau yn gael yn Gymraeg / We welcome calls in Welsh



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Introduction

The purpose of the consultation is to seek views on the following proposal:

To permanently remove the Learning Resource Base provision currently at Llanwern High School with effect from January 2018.

This is your chance to ask questions and make comments that will be considered when the Council decides how to proceed.

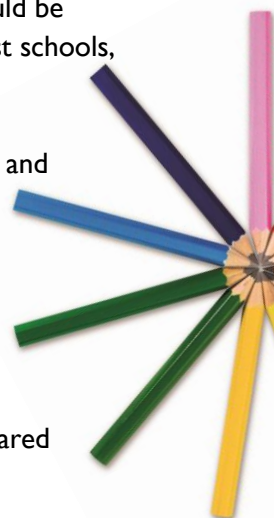
This formal consultation period:

- **Begins on Monday 10 July 2017**
- **Ends at midnight on Sunday 24 September 2017**

As part of the budget determinations for the 2017/2018 financial year, Newport City Council's Cabinet took a decision to withdraw the funding associated with the Learning Resource Base (LRB) provision currently at Llanwern High School. This supported the strategy that individual pupil needs could be better met at more inclusive Additional Learning Needs (ALN) settings within mainstream host schools, and would also reduce the significant operational running costs of the current provision.

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

Some of the existing pupil cohort is already due to move into mainstream education by September 2017 and alternative small group placements in mainstream host schools are being considered for the remaining pupils from the same date. This will result in the LRB being declared empty from the start of the 2017/18 academic year, pending a decision on permanent closure.



The consultation process

The consultation process represents an opportunity for people to learn about the proposal, ask questions and make comments that will be recorded and summarised in a consultation report. This report will be published on the council's website and will be considered when the council decides on the way forward.

The consultation will involve two drop-in sessions with those most directly affected by the proposal, where council officers will be on hand to explain the proposals in more details and answer any questions.

Location	Date / Time	Session
Llanwern High School, Hartridge Farm Road Newport, NP18 2YE	Thursday 13 July 2017 10.00am - 12 noon	Drop-in event
Civic Centre, Newport, NP20 4UR	Tuesday 12 September 2017 4.30pm - 6.30pm	Drop-in event

Comments and questions can be submitted using the enclosed response pro-forma. This pro-forma will also be available at the drop-in sessions or can be downloaded from www.newport.gov.uk/schoolreorganisation

These responses should be returned to the Education Service Development Manager, Room 425w, Newport City Council, Civic Centre, Newport NP20 4UR. Alternatively comments and completed pro-forma can be returned by email to school.reorg@newport.gov.uk



Social media facilities such as Twitter and Facebook will also be available.

Please note that responses made to this consultation will not be counted as objections to the proposal, they will be counted as adverse comments. Objections to a proposal can only be registered following the publication of a statutory notice.

The deadline for all responses is midnight on Sunday 24 September 2017.

Following consultation, Newport City Council's Cabinet Member for Education & Skills will consider the views expressed and then decide whether to proceed with the proposal. If the decision is taken to proceed, a statutory notice will be published in the local press and at the school. The statutory notice period will last for 28 days following the date of publication and enables people to express their views in the form of supporting or objecting to the proposals.

If no objections are received following the publication of the statutory notice, Newport City Council's Cabinet Member for Education & Skills will make the final decision as to whether to proceed.

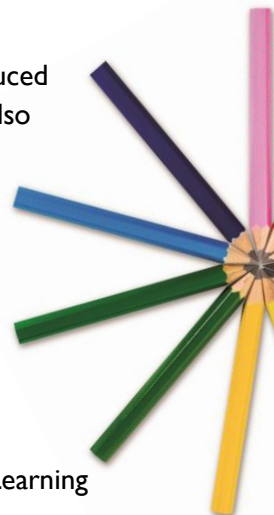
Arrangements for the participation of children and young people

A Children and Young People's Everyday Summary version of this consultation has been produced and is available from Llanwern High School or from Newport City Council. The council will also consult with affected pupils at Llanwern High School. Copies of this consultation document and the Children and Young People's Everyday Summary version are available:

- on the council's website at www.newport.gov.uk/schoolreorganisation
- by emailing school.reorg@newport.gov.uk or
- by telephoning 01633 656656.

Who will we consult with?

- Teachers, staff and the governing body of Llanwern High School;
- Parents, carers and guardians of pupils attending Llanwern High School, including the Learning Resource Base provision;
- Pupils at Llanwern High School;
- Parents, carers and guardians of children attending Learning Resource Base classes in primary and secondary schools across the City;
- The Headteachers and Governing Bodies of all other Newport schools which host Learning Resource Base classes;
- All Newport City Council elected members;
- All Newport Community Councils;
- The Welsh Ministers;
- Assembly Members (AMs) and Members of Parliament (MPs) representing the area served by the schools subject to the proposals;
- Other Local Authorities across the South East Wales Consortium region, including relevant Transport departments;
- The South East Wales Education Achievement Service;
- The Church in Wales, Diocese of Monmouth;
- Roman Catholic Archdiocese;
- Estyn;
- Teaching and staff trade unions representing teachers and staff at Llanwern High School;
- The Police and Crime Commissioner for Gwent;
- The local Communities First partnership (or equivalent);
- SNAP Cymru.





What do you have to consider?

The remainder of this document sets out the rationale for the proposal. We would like you to consider the information contained within the document and to hear your views as to whether or not you support the proposal.

The proposal

This is a proposal to formally close the Learning Resource Base (LRB) hosted at Llanwern High School. As part of the budget determinations for the 2017/2018 financial year, Newport City Council's Cabinet took a decision to withdraw the funding associated with the provision. This supported the strategy that individual pupil needs could be better met at more inclusive Additional Learning Needs (ALN) settings within mainstream host schools, and would also reduce the significant operational running costs of the current provision.

Some of the existing pupil cohort is already due to move into mainstream education by September 2017, and alternative small group placements in mainstream host schools are being considered for the remaining pupils from the same date. This will result in the LRB being declared empty from the start of the 2017/18 academic year, pending a decision on permanent closure.

Permanently closing the provision from January 2018 will enable the classroom space currently utilised for the LRB to be brought back into mainstream use. Potentially, this could result in additional capacity and an increased Published Admission Number (PAN) for the school to assist in meeting demand for secondary school places across the city.

This proposal also serves to support and promote inclusion as pupils will now be taught in a mainstream environment, rather than a small provision, with additional support and increased outreach services from the Pupil Referral Unit being provided where appropriate to meet the specific needs of individual pupils.

Current provision

Llanwern High School opened in April 2012 on the site of the former Hartridge High School with capacity for 1300 pupils of statutory school age, plus post-16 facilities. There has always been a LRB facility at the school, although the capacity of the provision was significantly reduced from 21 places to 8 places in September 2015. The LRB currently operates from four classrooms within the main school building. Ceasing the provision would enable these rooms to be brought back into mainstream use.

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

As at April 2017, there were only seven pupils registered as being on roll at the provision. Two of these seven pupils are due to return to their respective mainstream schools during the summer term of 2017, reducing the remaining pupil number to just five. Four of these pupils live within the designated catchment area for Llanwern High School, with the fifth residing in the Lliswerry High School catchment area. It is planned that these five pupils will all return to mainstream education in September 2017, with additional support being provided where appropriate to meet their specific needs.





It is proposed that these pupils will be placed in small group provision with the mainstream setting supported by the Additional Learning Needs Co-Ordinator (ALNCO) and her team. They will continue to access pastoral care and interventions that will address their emotional and social needs, any dips in progression will be monitored, and regular monitoring meetings will be held with parents. There is already some integration into mainstream on a 1 day per week basis, and it is felt that this new arrangement will offer increased flexibility for pupils in accessing the subjects that they feel confident in on a more regular basis with a view to building on this platform. This will certainly aid inclusion as the pupils will be in the main hub of school life where they can build resilience and become independent learners ready to access further education or the world of work.

The LRB is supported by four members of staff – one teacher, who has a Teaching and Learning Responsibility (TLR) point and an associated Special Education Needs allowance, and three Level 3 Teaching Assistants. If the LRB was to close, these posts would be declared at risk of redundancy. The Governing Body could however choose to utilise these individuals elsewhere across the school to meet curriculum needs.

This proposal could result in an increased pressure on the Special Educational Needs budget if alternative placements needed to be sourced from elsewhere. It is also clear that pupils and their parents could be anxious about any proposed movement, and these transition arrangements would need to be handled very sensitively. This could result in a need for additional staff resources in terms of the Education Psychology and Additional Learning Needs teams in supporting the pupils concerned.

It is not perceived that there will be any increased pressure on the Pupil Referral Unit however as it is intended that the current pupil cohort will return to mainstream provision within other secondary schools across the city. Notwithstanding this however, any pupils who might otherwise have been considered for future placements at the setting will require provision elsewhere if the LRB is closed.

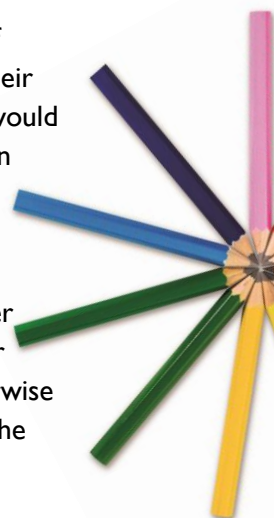
To support this, the local authority is currently undertaking a review of specialist provision across the secondary sector, and this will include ensuring that a sufficient number of placements are available to meet the needs of all relevant pupils. This review will be concluded shortly, for implementation in September 2017.

Pupil numbers

The current capacities of the registered Learning Resource Bases at Newport secondary schools are as follows:

School name	Capacity	Year groups	Current number on roll
Llanwern High	8	Yrs 7 & 8	7
St Julians School	60	Yrs 7 – 11	48
The John Frost School	12	Yrs 7 - 11	12

Therefore the total number of places available in Learning Resources Bases across Newport secondary schools is 80, although only 67 are currently filled. This proposal recommends reducing this total capacity by 8 to 72 across all statutory school age year groups.





All requests for specialist provision placements across the city are considered by the Special Educational Needs (SEN) Panel which consists of a range of education professionals from across the LA and schools, as well as wider inclusion representatives and SNAP Cymru.

The Panel will consider requests on an individual basis in line with the agreed set of criteria for admission. All decisions taken by the SEN Panel are conveyed in writing to the applicant with a clear rationale provided for the decision taken. The uptake of placements will be robustly monitored by the LA and the Headteacher as well as the SEN Panel, with opportunities for re-integration into alternative education establishments for pupils as deemed appropriate. This will enable placements to be allocated to pupils who require a specialist placement, with on-going review of suitability as per the relevant statement of SEN.

Quality and standards

Quality and standards in schools in Newport are monitored by Estyn and the Local Authority (LA). Estyn is the office of Her Majesty’s Chief Inspector of Education and Training in Wales. It is a Crown body, established under the Education Act 1992. Estyn is independent of the National Assembly for Wales but receives its funding from the Welsh Government under Section 104 of the Government of Wales Act 1998. Estyn inspects quality and standards in education and training providers in Wales.

The outcome of the most recent inspection for the three secondary schools that currently host LRB provisions are shown below:

School	Inspection date	Outcomes	Provision	Leadership & management	Overall summary	
					Performance	Prospects for improvement
Llanwern High School	January 2017	Adequate	Adequate	Adequate	Adequate	Adequate
St Julians School	December 2014	Adequate	Adequate	Adequate	Adequate	Adequate
The John Frost School	February 2014	Good	Good	Good	Good	Good

At Key Stage 3, Llanwern High is in quarter 4 for achievement at level 5+ in Mathematics and Science, but in quarter 3 for English and the CSI in 2016. Achievement has increased from 2014 in English (from 78.3% to 81%), Science (80.4% to 81%) and the CSI (68.1% to 70.6%), but has dropped in Mathematics (81.2% to 80.4%). There is a similar performance at level 6+ with Mathematics and Science in quarter 4 and English in quarter 3, and achievement increasing in English (25.4% to 34%) and Science (10.9% to 26.8%) but dropping slightly in Mathematics (31.2% to 30.7%). In 2016, performance in the CSI matched the family average (70.6%).

At Key Stage 4, the school is in quarter 3 for the Level 2 threshold including English and Maths (L2inc) and quarter 4 for the capped points score. Achievement at L2inc has increased from 40.8% in 2014 to 44.5% in 2016, whilst the capped points score has dropped from 297.2 in 2014 to 288.4 in 2016. In English, the school is in quarter 2 with an increase in performance from 2014 (60.8% to 61.3%), and quarter 4 in Mathematics with an increase in performance since 2014 (46.4% to 47.4%). In 2016, performance in the L2inc was above the family average (44.5% against 42.3%).





In the latest categorisation for secondary schools across Wales, the school has been placed in the “amber” support category, indicating that the school requires the second highest level of support to improve standards.

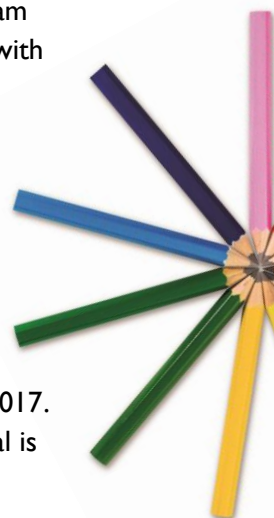
The council firmly believes that this proposal will have a positive impact on the provision and quality of educational outcomes in the secondary school sector, in terms of both mainstream and specialist provision needs. There is a risk that the current very small 8-place provision could lead to the pupil cohort being isolated from their relevant peer groups, albeit that there is some re-integration to the host school which is gradually increased during the placement. Moving the pupils to mainstream provision will support inclusion leading to improved outcomes and a reduced risk of pupils becoming classed as Not in Education, Employment or Training (NEET), through the availability of a wider and more enriched curriculum.

Impact and implementation of proposal

The council has an appropriate range of alternative placements available for pupils requiring specialist provision, all of which have the ultimate aim of eventual re-integration into mainstream provision. The alternative placements can be delivered more cost effectively when compared with the provision at Llanwern High School.

The permanent closure of this provision will enable the classroom space currently utilised for the LRB to be brought back into mainstream use. Potentially, this could result in additional capacity and an increased Published Admission Number (PAN) for the school to assist in meeting demand for secondary school places across the city.

It is intended that the existing pupil cohort will transfer either to mainstream education or alternatively to a more inclusive ALN setting within a mainstream host school by September 2017. As a result the LRB will be empty from the start of the 2017/18 academic year. If this proposal is approved, the provision will formally close on 31 December 2017.



Financial summary

As part of the 2017/2018 budget setting process, it has been agreed that funding will cease for the LRB provision at Llanwern High School with effect from September 2017. The proposal results in part year savings in 2017/2018 of £79,000, and £56,000 in 2018/2019. The proposal seeks to formally close the provision from January 2018. Savings will be achieved in advance of formal closure as funding will no longer be attached to the unit directly. These total savings may be offset by potential additional costs incurred from increased pressure on the Council’s Special Educational Needs budget if any of the pupils currently in the unit require specialist provision or additional curriculum. These figures, if they arise, cannot be quantified at the present time as they will be needs led, and will need to be managed within other specific ALN budgets.

Alternative options considered

Option 1

To transfer the existing pupil cohort to alternative settings from September 2017, resulting in the LRB being declared empty, and subsequently permanently closing the provision on 31st December 2017. This is the preferred option.



Option 2

To enable the existing Year Seven cohort to return to the provision in September 2017 for a further academic year, but alongside this not admit any further pupils to the setting, therefore permanently closing the setting on 31st August 2018. This could however lead to further isolation of the smaller number of pupils placed within the LRB.

Option 3

To informally close the LRB provision simply by not admitting pupils to the facility and therefore not provide any funding to support it. There would be no requirement to carry out a statutory proposal if this was the preferred option but this is not considered appropriate as the LRB would still be a registered provision. This could lead to issues in terms of future Special Education Needs tribunals.

Option 4

To maintain the status quo by continuing to fund and support the existing LRB provision at Llanwern High School. There would be no requirement to carry out a statutory proposal if this was the preferred option but this is not considered appropriate as the LRB is costly to operate and this would not support an earlier Cabinet decision to cease funding the provision.

What will the preferred proposal achieve?

This preferred proposal will support the earlier Cabinet decision to cease funding the provision and therefore will assist in meeting the required budget savings. The LRB is a costly provision and alternative and appropriate specialist education can be sourced elsewhere within Newport.

School organisation arrangements

Catchment area - There is no catchment area for Llanwern LRB and therefore current catchment areas across Newport are unaffected by this proposal.

Admissions - Pupils are not able to apply for a place at Llanwern LRB via the council's usual admission arrangements. The council's admissions policy is therefore unaffected by this proposal.

Transport - Where appropriate, transport is provided in accordance with the council's policy. This is unaffected by this proposal.

Governance - This proposal will not impact on the current school governance arrangements. The make-up of the governing body will be unchanged.

Staffing - Llanwern High School currently employs four members of staff to support the pupils within the LRB – a teacher who has a Teaching and Learning Responsibility (TLR) point and an associated Special Education Needs allowance and three Level 3 Teaching Assistants. If the LRB was to close, these posts would be declared at risk of redundancy. The Governing Body could however choose to utilise these individuals elsewhere across the school to meet curriculum needs.

Advantages and disadvantages

The advantages of this proposal are as follows:

- Supports the earlier decision by Cabinet to cease funding the provision as part of the 2017/18 budget proposals;
- Reduces the significant operational costs associated with running a specialist provision for only a small number of pupils;
- Enables alternative placement solutions to be sought to support individual pupil needs in the most appropriate environment and ultimately back into mainstream education;
- Current LRB accommodation can be transferred to mainstream school use.





The disadvantages of this proposal are as follows:

- The pupils already attending the provision, and their parents, may be reluctant to move to an alternative placement;
- The staff currently employed to work within the provision could be at risk of redundancy;
- There could be increased pressure on placements at the Pupil Referral Unit and in turn on the Special Educational Needs budget if alternative placements needed to be sourced from elsewhere.

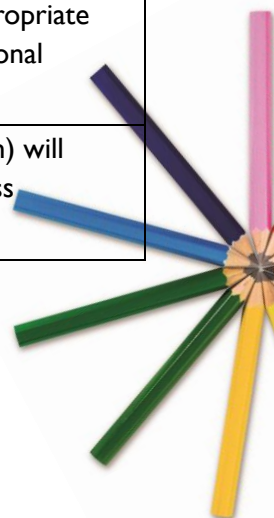
Risks

The risks associated with this proposal, and mitigating factors are listed below:

Risk	Mitigating factor
Appropriate alternative provision cannot be sourced for the pupils currently on roll.	This is unlikely. Whilst pupils and their parents may be anxious about any proposed movement, such transition arrangements would need to be handled very sensitively with assistance where appropriate from the Education Psychology and Additional Learning Needs teams.
Demand for provision increases across the city.	The Assistant Head of Education (Inclusion) will continue to plan for future provision across the city.

Impact assessments

A fairness and equalities impact assessment has been conducted for this proposal and is available on the council website.





Consultation response pro-forma

Removal of learning resource base provision from Llanwern High School

Your views matter. Please tell us what you think about the proposal by completing this questionnaire and returning it to the Education Service Development Manager, Newport City Council, Room 425W, Civic Centre, Newport NP20 4UR. Alternatively you can email your response to school.reorg@newport.gov.uk

The closing date for the submission of responses to this consultation is midnight on Sunday 24 September 2017.

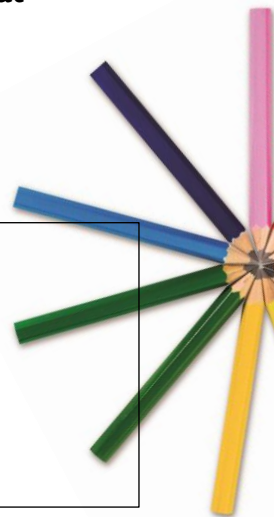
Please note that negative responses made to this consultation will not be counted as objections to the proposal, they will be recorded as adverse comments. Objections can only be registered following the publication of a statutory notice.

Do you support the proposal to permanently close the Learning Resource Base that currently operates within Llanwern High School?

Yes

No

Please use the box below to give any reasons or comments (including alternative options).



Please indicate who you are (e.g. parent/carer of a child attending a local nursery)

If you wish to be notified of the publication of the consultation report, please supply your contact details:

E-mail: _____

Postal address: _____

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Newport City Council

School Reorganisation Proposal

Consultation Report

Proposal to permanently remove the Learning Resource Base provision at Llanwern High School with effect from January 2018

**Formal Consultation Period:
10th July 2017 to 24th September 2017**

Purpose

This report is published in line with the requirements of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code, July 2013.

This consultation report includes the following sections:

- The Proposal
- Stakeholder Engagement
- Everyday Summary Version – Children & Young People
- Learner Voice
- Consultation Responses
- Estyn
- Copy of the Pupil Questionnaire (at Appendix A)

The Proposal

To permanently remove the Learning Resource Base (LRB) provision currently at Llanwern High School with effect from January 2018.

Stakeholder Engagement

An invitation to take part in the statutory consultation was issued to the following stakeholders, with either a link to the consultation pack on the Council's website and an electronic version of the pack sent by e-mail or alternatively by hard copies of the consultation material being issued:

- Teachers, staff and the governing body of Llanwern High School;
- Parents, carers and guardians of pupils attending Llanwern High School, including the Learning Resource Base provision;
- Pupils at Llanwern High School;
- Parents, carers and guardians of children attending Learning Resource Base classes in primary and secondary schools across the City;
- The Headteachers and Governing Bodies of all other Newport schools which host Learning Resource Base classes;
- All Newport City Council elected members;
- All Newport Community Councils;
- The Welsh Ministers;
- Assembly Members (AMs) and Members of Parliament (MPs) representing the area served by the schools subject to the proposals;
- Other Local Authorities across the South East Wales Consortium region, including relevant Transport departments;
- The South East Wales Education Achievement Service;
- The Church in Wales, Diocese of Monmouth;
- Roman Catholic Archdiocese;
- Estyn;
- Teaching and staff trade unions representing teachers and staff at Llanwern High School;
- The Police and Crime Commissioner for Gwent;
- The local Communities First partnership (or equivalent);
- SNAP Cymru.

The following consultation events were arranged and were publicised via a letter to stakeholders. This information was also publicised on the Council website and throughout the consultation document.

Venue	Date and Time	Event type
Llanwern High School, Hartridge Farm Road, Newport, NP18 2YE	Thursday 13 th July 2017 10.00am - 12 noon	Drop-in event
Civic Centre, Newport, NP20 4UR	Tuesday 12 th September 2017 4.30pm - 6.30pm	Drop-in event

The first drop-in session was held at Llanwern High School and attended by four separate past, current and prospective parents. The second event held at the Civic Centre did not generate any attendance. The following points and questions were raised at the first event:

I am afraid that pupils will be left to ‘survive’ in mainstream when this environment is not suitable for them.

This will not be the case. The pupils will be able to access small group provision suitable for up to 10 pupils. This will be operated by the school and will cater for pupils across the Year 7 to Year 11 groups. This will be an extension of the current provision which only accommodates Year 7 and Year 8 pupils. Pupils will not be integrated into mainstream classes until it is deemed appropriate for them.

There is a fear that pupils will be forced to move around the main school building to attend their various lessons.

Pupils who will attend the re-branded internal provision will be taught in the same room(s) for the majority of the school day. Any integration into mainstream classes will only occur when deemed appropriate for the pupil, and this will be supported as appropriate by nominated members of staff.

What will happen if pupils need small group placements?

The school will operate an internal small group provision suitable for up to 10 pupils. This will be available to any pupil requiring such provision, with the aim being to provide a flexible placement which supports small group work with access to mainstream where appropriate.

What will happen if this provision doesn’t work?

If a small group placement is not successful for an individual pupil, the school will make a referral to the Local Authority (LA) to consider a more appropriate placement. This will be determined by the Special Education Needs (SEN) Panel and / or the Managed Move Panel, whichever is deemed more appropriate based on individual needs.

How will transition work for pupils who are currently in Year 6 and may require a small group placement in Year 7?

Any pupil who is identified as requiring small group provision upon transition will be the subject of discussion between the current primary school, Llanwern High School and the SEN Panel as appropriate. Transition days are standard practice between primary and secondary schools and enhanced transition visits can be arranged for pupils who require this additional support.

Will pupils receive school transport?

The Council’s Home to School Transport policy states that free transport will be provided to mainstream secondary-age pupils who reside 3 miles or more from their catchment school, or alternatively from their nearest available school. There is no discretion to provide assistance to pupils who are successful in an application to attend a school that is not their catchment school. Any requests for free transport to be provided to pupils with a statement of SEN will be considered by the SEN Panel.

There are some pupils who require small group nurture provision but do not meet the entry criteria for other bases. What will happen to those pupils if this LRB closes?

The SEN Team will liaise with providers across Newport to ensure that there is appropriate provision to meet the needs of all individual pupils. Suitable alternative placements have already been identified for all pupils currently attending the LRB.

Will the closure of this base mean that pupils living in the catchment area will be disadvantaged in accessing such provision in the future?

Each Newport secondary school operates alternative small group provision to meet the needs of pupils who are unable to access a full curriculum of mainstream classes.

Everyday Summary Version – Children & Young People

An Everyday Summary Version of the main consultation document was published and shared with stakeholders. This document was also targeted at children and young people.

Officers from the Council also met with a small number of pupils who were at the time attending the Learning Resource Base at the school. A breakdown of their comments is included in the **Learner Voice** section below.

In addition a children's questionnaire was created and shared with Llanwern High School for distribution amongst pupils. A copy of the questionnaire is shown at Appendix A, although it is unfortunate that no completed responses were returned to the Council.

Learner Voice

The Education Service Development Manager and the Special Education Needs Manager visited the LRB on 19th July 2017 to discuss the proposal with the affected pupils. Unfortunately only three pupils were available, one of whom chose not to engage with the officers.

One of the remaining two pupils indicated that he was indifferent to the proposal and would adapt to any new arrangement that was put into place. His preference would be a mainstream placement.

The final pupil had an opposing view however and said he was sad about the proposed closure of the LRB and had some concerns about moving into a mainstream environment, even though he had more friends in mainstream than in the LRB.

Consultation Responses

4 consultation responses were received from stakeholders, only 1 of which was in support of the proposal. The three responses against the proposal stated reasons including that:

- The LRB is an important part of the school community which is vital in helping pupils with additional needs to develop their skills;
- Education should come before cost;
- There could be a detrimental or negative effect on the pupils placed in the LRB as their education will be disrupted.

Whilst acknowledging these potential issues, the LA remains committed to the proposal to permanently close the LRB. This will support and promote inclusion as pupils will now be taught in a mainstream environment, rather than in a small group provision, with additional support and increased outreach services from the Pupil Referral Unit (PRU) being provided where appropriate to meet the specific needs of individual pupils.

Estyn

The formal response from Estyn concluded that the proposer has provided a clear rationale for the proposal and it was Estyn's opinion that "the proposal is likely to at least maintain the present standards of provision and has the potential for individual pupil needs being better met at more inclusive Additional Learning Needs (ALN) settings within mainstream host schools". They felt that the majority of aspects had received appropriate consideration.

However Estyn noted that the projection figures included in the consultation document did not outline how many pupils could be affected by the proposal in the future. The LRB is able to accommodate a maximum of 6-8 pupils each year. Should this proposal be approved and implemented, these young people will be educated in their mainstream host schools with access to additional support from the PRU as required.

It was also Estyn's view that the proposal did not satisfactorily suggest how the LA intended to mitigate the issues identified as potential disadvantages:

- The majority of pupils who were attending the LRB have now successfully moved to small group provision in host schools. The one remaining pupil was not attending the provision regularly and has moved to a small nurture group for vulnerable pupils, which is more suitable to his specific needs.
- None of the staff previously employed to work in the LRB are currently facing redundancy. Some are continuing to working with the pupils in small group mainstream provision and others have taken on alternative roles within Llanwern High School.
- The trained staff employed at host schools and the increased use of outreach support should reduce the number of pupils requiring placements at the PRU and therefore will ensure that they can continue to attend their mainstream schools. In terms of budgetary pressures, funding has been delegated to schools which will enable them to make best use of resources at a local level to support pupils through small group provision, interventions and support.

Estyn also commented that the consultation document failed to provide an analysis of outcomes for pupils attending the LRB and any future effect that the proposal would have on this. However as the provision was restricted to Year 7 and Year 8 pupils only, at which point they were integrated into their mainstream host schools, there are no End of Key Stage Outcomes reported specifically for the Base.

A number of additional questions were also raised. These are outlined below, along with the relevant LA response:

- *Why has the proposer changed its mind that the pupils involved no longer need specialist support?*
There is still recognition that the pupils need specialist support but the LA feels that this can best achieved via small group provision within a host school setting. This will enable extended integration and a more personalised learning pathway.

- How will the affected pupils cope in a mainstream setting?
The young people will have access to a high level of support within their mainstream setting. This will include broader access to a menu of interventions and interaction with positive role models. The emphasis will be on the provision of a nurturing environment to support individual needs throughout the school not simply to the end of Year 8 as offered under the current arrangement.
- *How can the LA ensure that mainstream provision is best placed to meet the needs of these pupils?*
The LA has provided extensive training to mainstream staff and there has been collaboration across the City involving staff members that operate small groups and Inclusion Centres in mainstream schools. There is a number of highly skilled staff including Additional Learning Needs Co-Ordinators (ALNCOs) and Emotional Literacy Support Assistants (ELSAs) who will be best placed to work with these young people.
- *Has the proposal been discussed with the parents and pupils likely to be affected and have statements of Special Educational Needs been amended?*
Officers have held drop-in sessions with parents and pupils, and formal statement reviews have been held resulting in the adjustment of statements where necessary and appropriate.
- *How will provision for the child not living within the catchment area be addressed?*
All mainstream schools have Learning Support Centres with small group provision, and collaborative training for staff operating these centres is already in place. This particular pupil has poor attendance and following a review has decided that he does not wish to attend either Llanwern High School or his nearest available school. Provision has therefore been made available for him in a small group placement, aligned to the PRU, for vulnerable youngsters.
- *What transition arrangements are being considered for ensure that the pupils fully integrate successfully?*
The pupils attending the LRB were integrating into set weekly mainstream lessons. However the ALNCO and other school staff feel that this proposal will enable more flexibility around this integration as pupils will be able to determine which lessons are likely to hold more success for them as individuals. Regular Pupil Centred Planning (PCP) meetings and Individual Development Plan (IDP) targets will closely monitor progress and inform next steps.
- *How will any disruption to pupils be minimised?*
All pupils know the school well and have worked with the ALNCO and other inclusion staff previously. Some of the staff from the LRB will continue to work with them and regular monitoring meetings will take place so that any concerns can be addressed swiftly. The current provision only accommodates pupils in Year 7 and 8, and therefore this proposal will offer more stability in terms of provision for these young people.

In accordance with the School Organisation Code (2013) this report is published electronically on Newport City Council's website at www.newport.gov.uk




To request a hard (paper) copy of this document please contact Newport City Council's Education Service Development Manager on 01633 656656 or email school.reorg@newport.gov.uk






Learning Resource Base at Llanwern High School

We want to close the Learning Resource Base (LRB) hosted at Llanwern High School and instead move the children into more inclusive settings within mainstream schools. The provision currently accommodates up to 8 pupils from across Years 7 and 8.

1. Do you think that closing the LRB at Llanwern High School is a good idea?

		
No	Don't know	Yes
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you think that making provision for children to be taught in mainstream settings instead is a good idea?

		
No	Don't know	Yes
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What do you think is good about this?

4. Can you think of any reasons why we shouldn't do this?

5. Do you have anything else you would like to tell us?

Thank you for taking the time to tell us what you think!





NEWPORT CITY COUNCIL

Statutory Notice – School Standards and Organisation (Wales) Act 2013

Sarah Morgan, Interim Head of Education
Newport City Council
Civic Centre
Newport
NP20 4UR

Notice is given in accordance with section 42 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code that Newport City Council, having consulted such persons as required, proposes to alter Llanwern High School, Hartridge Farm Road, Newport, NP18 2YE so that the existing Learning Resource Base provision is permanently discontinued. This school is an English-medium school maintained by Newport City Council.

The Council undertook a period of consultation before deciding to publish this proposal. A consultation report, containing a summary of the issues raised by consultees and the proposer's response is available on the Newport City Council website at <http://www.newport.gov.uk/en/Schools-Education/School-reorganisation/Llanwern-High-school-LRB.aspx>

It is proposed to implement the proposal from 1st January 2018.

This Learning Resource Base is currently empty, all pupils having moved to either alternative small group provisions in host schools or small nurture groups which are more suitable to their specific needs. The trained staff employed at host schools and the increased use of outreach support will enable schools to make best use of resources at a local level to support pupils through small group provision, interventions and support.

The Council has a Home to School Transport policy and provides free transport to eligible pupils of statutory school age. This provision will not be affected by this proposal. Further information in relation to this policy is available on the Council website.

Objection Period

Within a period of 28 days after the date of the publication of these proposals, that is to say by 4th December 2017, any persons may object in writing or by email to the proposals. Objections should be sent to Newport City Council, for the attention of the Education Service Development Manager, Room 425w, Civic Centre, Newport, NP20 4UR. Objections by email should be sent to school.reorg@newport.gov.uk

The Council will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, at the time of notification to stakeholders of the determination of the proposal.

Dated: 6th November 2017

Sarah Morgan, Interim Head of Education
for Newport City Council
Civic Centre
Newport
NP20 4UR

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Newport City Council School Reorganisation Proposal Objection Report

**Proposal to permanently remove the Learning Resource Base provision at
Llanwern High School with effect from January 2018**

Background

This report is published in line with the requirements of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code July 2013 and includes a summary of the objections received against the statutory proposal and the Council's response to these objections.

Statutory Proposal

The Council published a statutory proposal on 6th November 2017 until 4th December 2017 to permanently discontinue the Learning Resource Base (LRB) currently housed at Llanwern High School. A period of consultation was undertaken before deciding to publish this proposal. A consultation report, containing a summary of the issues raised by consultees and the Council's response is available on the Newport City Council website.

The LRB is currently empty, all pupils having moved to either alternative small group provisions in host schools or small nurture groups which are more suitable to their specific needs. The trained staff employed at host schools and the increased use of outreach support will enable schools to make best use of resources at a local level to support pupils through small group provision, interventions and support.

It was proposed to implement the proposal from 1st January 2018.

The statutory proposal was published on the Newport City Council website and copies were displayed at all main entrances to Llanwern High School. The notice was also shared with all stakeholders as outlined in the statutory School Organisation Code, including pupils, staff and parents / carers of Llanwern High School and the parents of pupils currently attending the five cluster primary schools: Alway Primary, Eveswell Primary, Llanmartin Primary, Milton Primary and Ringland Primary.

Objections to the Proposal and the LA responses

One objection was lodged during the statutory notice stage, and was received from a member of staff employed to work with the LRB at Llanwern High School. The objection was made on the following basis:

Re-establishment of provision

Under this section, the individual referred to the changes that were previously made to the provision in 2014, the staff employed at the base and the training provided to them to meet the needs of the pupils.

Current Situation at Llanwern LRB

Under this section, the individual outlined the operational arrangements in place over the course of the 2016/17 academic year, including the creation of a 'Nurturing Parents Group' and the establishment of new ways of working and initiatives to support challenging youngsters.

LA Response: These comments are factually correct. The Council acknowledges the previous success of the provision however, and as noted in the original consultation document, Newport City Council's Cabinet took the decision to withdraw the funding associated with the Learning Resource Base (LRB) provision currently at Llanwern High School as part of the budget determinations for the 2017/2018 financial year.

This decision supported the strategy that individual pupil needs could be better met at more inclusive Additional Learning Needs (ALN) settings within mainstream host schools, and also serves to reduce the significant operational running costs of the existing provision.

The LRB has been empty since the start of the 2017/18 academic year, pending a decision on permanent closure.

Some Concerns Regarding the Proposed Closure of the LRB

Under this section, the individual outlined the reasons for placing a pupil in a LRB and outlined the disparity between the number of Key Stage 2 LRB places and Key Stage 3 LRB places across Newport's primary and secondary schools.

This section went on to give some specific details regarding the pupils who were asked to contribute to the learner voice and outlines the difficulties facing the staff who previously worked within the LRB along with their current positions within the school.

LA Response: As previously outlined in the consultation report, there is recognition that some pupils need specialist support but the LA feels that this can best be achieved via small group provision within a host school setting. This will enable extended integration and a more personalised learning pathway, and young people will have access to a high level of support within their mainstream setting including a broader access to a menu of interventions and interaction with positive role models.

Going forward, the emphasis will be on the provision of a nurturing environment to support individual needs throughout the school. The LA has provided extensive training to mainstream staff and there has been collaboration across the City involving staff members that operate small groups and Inclusion Centres in mainstream schools.

School Response: In terms of some of the specific comments outlined in this section, the Headteacher has confirmed that appropriate advice has been sought from the nominated Human Resources Business Partner at Newport City Council and this is being followed by the school.

In terms of current arrangements, all affected staff members have been moved to suitable alternative posts within the school environment as the governing body is keen to utilise the valuable skills that they can provide. It is not appropriate however to comment on these individual contexts within a public report.

Recommendations

It is recommended that this proposal be moved forward to the final determination stage. Since an objection was received during the statutory proposal stage however, this decision will need to be taken by the Council's Cabinet acting as the Local Determination Panel. The internally agreed timetable of Cabinet meetings however means that this will not be referred for a decision until January 2018 and this in turn will affect the proposed implementation date of 1st January 2018. The Cabinet will be asked therefore to modify the original proposal and approve implementation from 1st April 2018.

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Response to the Closure of Llanwern LRB from G Foster

Re-establishment of the Provision

In 2014, it was recognised that the provision needed to be reinvented due to the changes in staff and pupils. A review was done by the LA and a new description of the provision was agreed. There were clear entry and exit criteria set out for SEBD pupils to access a 2-year placement with us at Llanwern Resource Base. We have places for 6 statemented pupils and 2 extra places for those needing assessment.

The provision followed the principles of the Nurture Group Network (NGN) and I received the 3-day training course in 2014. One of the TAs completed ELSA (Emotional Literacy) training last year, which is continuing with termly monitoring by the EP service this year.

As part of the re-organisation of the provision, it was felt that the correct staff needed to be employed in order to make the 'nurturing' ethos of the base work. 2 new members of staff were employed in 2015.

Current Situation at Llanwern Resource Base

Last year was our second full year of working as a 'nurture provision'. We had 4 pupils in Year 7 and 2 pupils in Year 8. One of the Year 8 pupils reintegrated successfully into mainstream in January 2017 and we had another pupil in Year 8 to replace him as well as another Year 7 pupil whilst he was going through statutory assessment. TAs did outreach work on a Thursday and supported pupils in their home schools. This support was gradually withdrawn as the pupils' confidence grew.

As part of the ethos we built up in the new provision, we recognised the need to support the parents of our pupils and set up a 'Nurturing Parents Group'. We invited professionals to talk to parents about a given topic for 45 minutes and then held an open forum style coffee morning session so that parents felt they could ask questions or share their situations with others.

We set up new initiatives and established a different way of working with these challenging youngsters. There was a huge reduction in use of restrictive physical intervention (RPI) and the punitive approach to SEBD pupils, which was a concern in the past. We worked towards gaining an understanding of the behaviours, the reasons for the behaviours and to give the youngsters strategies and skills to enable them to succeed in society. These pupils do not have the self-esteem, social skills or emotional understanding to function in a way that mainstream expects of them. Our LRB provided a 'safe haven' for pupils during their journey.

Some Concerns Regarding the Proposed Closure of the LRB

Pupils are placed in an LRB as it has been identified that they are not ready to access mainstream education. If forced to be placed there before they are ready, it is likely that they will not cope. This may not be immediately but the likelihood is that at some point they will start to struggle and the challenging behaviours which they feel comfortable resorting to will begin to resurface.

At present there are a large number of KS2 LRBs across Newport. The 2 new primary schools being built will also have LRBs attached to them. There is already a vast reduction of KS3 LRB places available, which is going to be extended further with the closure of this LRB, and our numbers have already decreased over the past few years. The long term effect of this closure on the pupils already

placed here and those who have been identified to access a place here, has not in my opinion been fully considered. These pupil's lives are going to be greatly affected if they do not receive the specialist intervention that Newport LA has recognised and acknowledged they need.

I feel it is necessary to respond to some of the comments made in the report written after the initial period of consultation. When representatives came in to talk to pupils about their feelings concerning the closure of the LRB, the report gives the impression that pupils didn't care and refused to talk to them about it. The one pupil who said 'he would adapt to any new arrangement that was put in place' was due to finish the placement in the LRB in July anyway and already knew he was moving on as he was at the end of Year 8. He has since been moved on from the placement that he was moved to in September. Another pupil said he was sad about the closure but had friends in mainstream and would be OK – he has done well but would not have coped if he had not had the intervention he did during Year 7. Another pupil refused to speak to them but he has an ASD diagnosis and does not talk to strangers, he had no idea why they were there and had no understanding of what was meant by the closure. He has since, successfully been placed at Ysgol Bryn Derw.

In the section of Estyn's response, it is noted that no staff are facing redundancy. All staff involved were told that we would not be considered for redundancy or redeployment until the final consultation was signed off and the closure was confirmed. As this has not yet happened, it is not possible to say that no staff are facing redundancy. It also states in this section that staff from the LRB are 'continuing to work with the pupils in small mainstream provision'. This is completely not true. None of the staff from the LRB have had any contact with any of the LRB pupils since July. The alternative roles taken on by LRB staff within the school were imposed due to the fact that pupils were removed from the provision and the date for redundancy at the end of August was not met due to the official consultation not starting until July. This meant the school had to find roles for staff despite the fact that the funding had already been removed by the LA. In addition to this, the LA response to Estyn says that 'extensive training to mainstream staff' has been given to 'meet the needs of these pupils'. The staff that are working with some of the pupils who were in the LRB and who would have accessed a place there from Sept 17, have not had specialist training to meet their specific needs. Some of the staff are actually agency staff who are very young and have no experience of catering for children with SEBD.

The whole process has taken nearly a year and communication with staff has been very poor, leaving to staff feeling disillusioned, demoralised and not valued. This has resulted in 1 member of the LRB staff being off long term with work related stress. As a staff, we feel that the closure of the LRB has not been thoroughly thought through and the needs of the pupils and staff have not been considered in an appropriate way.



Report

Cabinet

Part 1

Date: 17 January 2018

Subject Education/ Pupil Performance Data 2016/17 Key Stage 4 and Key Stage 5

Purpose To inform Cabinet Members of pupil performance at Key Stage 4 and Key Stage 5

Author Chief Education Officer

Ward General

Summary The report provides combined pupil performance data for Newport schools at Key Stage 4 and Key Stage 5. This year it is not possible to meaningfully compare regional or local authority results to previous years. This is due to significant revisions to examinations that means they focus in part on different skill sets and knowledge than in previous years.

Proposal Cabinet are asked:

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

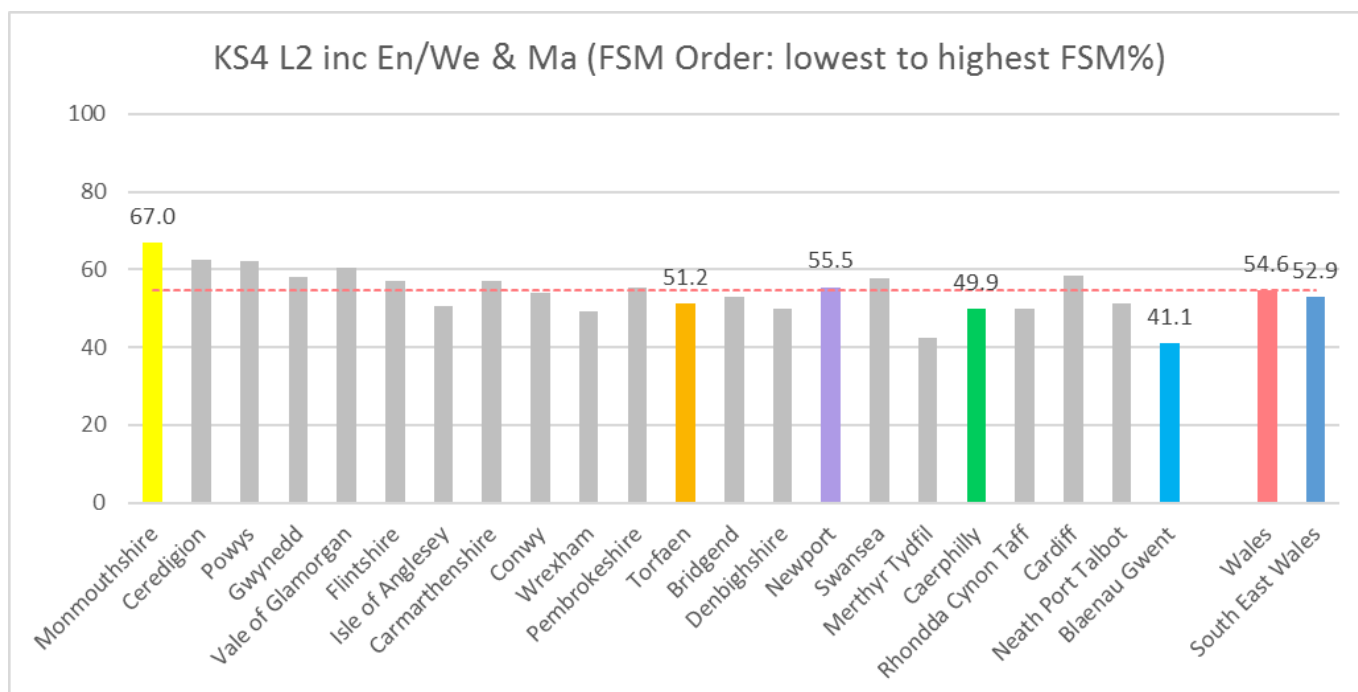
Background

At Key Stage 4, the following key performance measures are used to evaluate and compare the full range of achievement within and across local authorities:

- Level 2 threshold including English or Welsh first language and best of mathematics/numeracy (L2+)
- Level 2 threshold (L2)
- Level 1 threshold (L1)
- Core Subject Indicator (CSI)
- Capped Points 9 (CP9)
- A*-C in English or Welsh first language GCSE
- A*-C in mathematics/numeracy GCSE
- Level 2 qualification (equivalent to GCSE A*-C) in science

This year it is not possible to meaningfully compare regional or local authority results to previous years. This is due to significant revisions to examinations that means they focus in part on different skill sets and knowledge than in previous years. Despite this the region is already working with schools to track individual pupil performance over time. This will mean that school leaders and our local authorities are well positioned to gauge where schools are progressing well or where they may need additional support. Communications from the examination awarding body and the regulator throughout this academic year indicated that this variability was to be expected, and this is reflected in regional results. As in previous years we have been talking to post-16 providers to ensure that no learner is disadvantaged and that they are provided with appropriate pathways following results.

The proportion of pupils achieving the Level 2 threshold inclusive of English/Welsh first language and mathematics has declined from 57.3% in 2016 to 55.5% in 2016, a decrease of 1.8pp. Newport LA was ranked 10th in 2017, an improvement on 15th in 2016. This performance is above expectation (PLASC 2017 FSM rank = 15th).



Performance against Targets

When comparing results against June predictions, out of the 8 secondary schools in the authority, two schools performed above prediction, one reported performance more than 10 pp below June prediction. Five schools reported performance within 5 pp of their June estimates (62.5%).

FSM L2 inclusive threshold

L2 inclusive threshold performance of FSM pupils in 2017 has declined by 7.8 pp to 28.6%. In comparison, the national FSM average declined by 7 pp from 35.6% to 28.6%. The FSM/non FSM gap has increased by 6 pp to 33.5 pp.

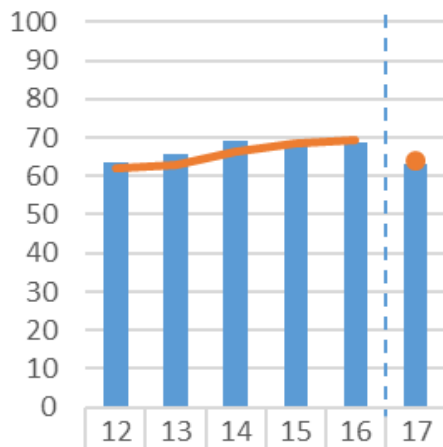
There were 3 schools with improved FSM performance this year.

There were decreases at the L1, L2 & L2 inc thresholds, and all measures remain below the Wales average, reflecting the slightly higher FSM percentage in Newport compared to the national.



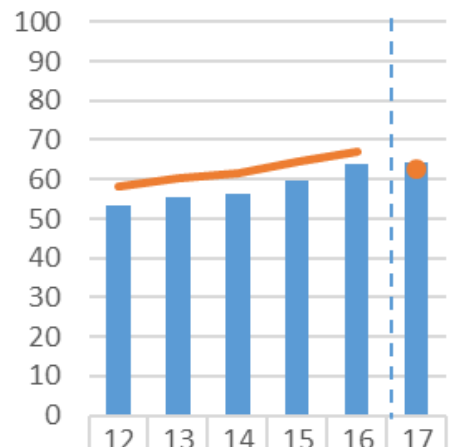
There were increases in mathematics, science and 5A*/As, and performance is above the Wales average in maths.

English (A*-C)



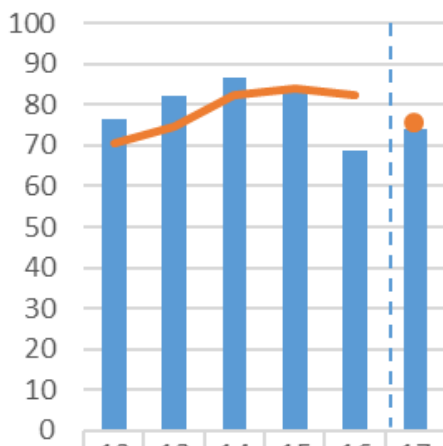
■ Newport	63.4	65.5	69.2	67.7	68.5	62.9
— Wales	62.2	62.9	66.2	68.6	69.3	63.7

Mathematics (A*-C)



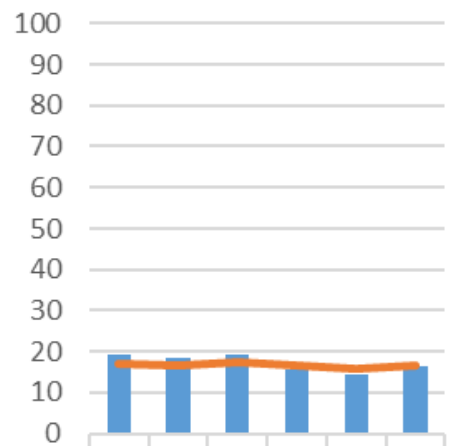
■ Newport	53.4	55.5	56.4	59.6	63.7	64.3
— Wales	58.4	60.3	61.7	64.4	66.9	62.5

Science (A*-C)



■ Newport	76.3	82.3	86.5	83.0	68.7	74.2
— Wales	70.6	74.8	82.3	84.0	82.4	75.6

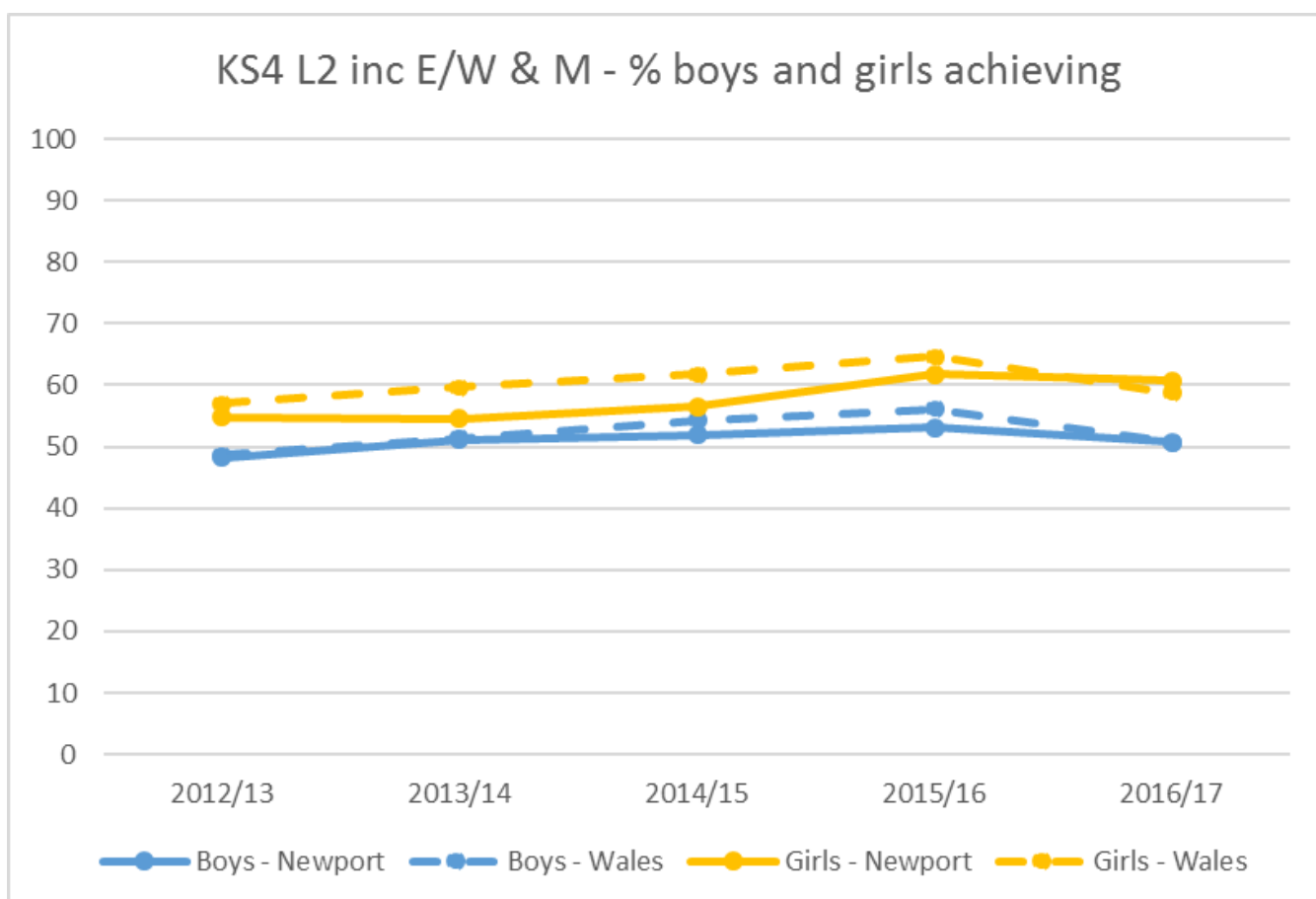
5 A*/A



■ Newport	19.3	18.4	19.1	15.8	14.5	16.3
— Wales	17.1	16.7	17.3	16.5	15.9	16.7

Gender Differences

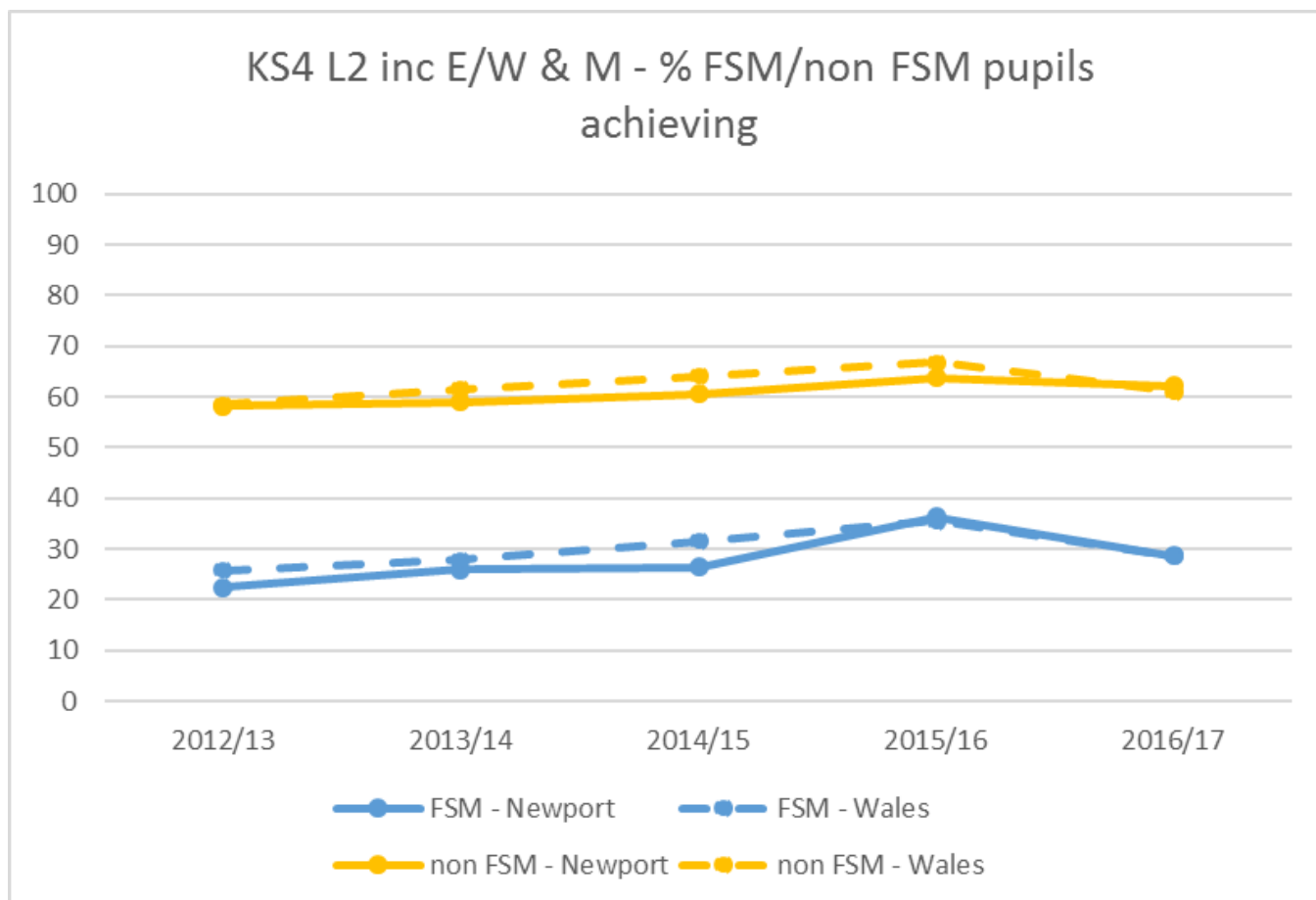
The gender gap in Newport has fluctuated over the past 5 years, and for the Level 2 threshold inclusive of English/Welsh first language and mathematics is now 10 percentage points, an increase from 6.5 percentage points in 2013, and is now above the Wales average of 8.1 percentage points.



KS4 L2 inc E/W & M (% achieving)	2012/13	2013/14	2014/15	2015/16	2016/17
Boys - Newport	48.3	51.1	51.9	53.1	50.7
Boys - Wales	48.7	51.4	54.3	56.1	50.7
Girls - Newport	54.8	54.5	56.5	61.8	60.7
Girls - Wales	57.0	59.7	61.8	64.7	58.8
Difference (boys% - girls%) - Newport	-6.5	-3.4	-4.6	-8.7	-10.0
Difference (boys% - girls%) - Wales	-8.3	-8.3	-7.5	-8.6	-8.1

Performance of eFSM / non-eFSM Pupils

The FSM/non FSM gap widened in 2017 for the Level 2 threshold inclusive of English/Welsh first language and mathematics from a 35.7 percentage points gap in 2013 to a 33.5 points gap in 2017 (although it widened from 2016), and is now above the Wales average of 32.4 points. This gap has widened due to the faster rate of decline of FSM pupil performance relative to non FSM pupil performance.



KS4 L2 inc E/W & M (% achieving)	2012/13	2013/14	2014/15	2015/16	2016/17
FSM - Newport	22.5	25.9	26.4	36.3	28.6
FSM - Wales	25.8	27.8	31.6	35.6	28.6
non FSM - Newport	58.2	58.9	60.6	63.8	62.1
non FSM - Wales	58.5	61.6	64.1	66.8	61.0
Difference (FSM% -non FSM%) - Newport	-35.7	-33.0	-34.2	-27.5	-33.5
Difference (FSM% -non FSM%) - Wales	-32.7	-33.8	-32.5	-31.2	-32.4

LA Rankings

Newport's performance improved for all indicators except L1, which remained 21st.

	L2 inclusive	L2	L1	Capped Point Score	English	Maths	Science
2017	10	13	21	13	12	8	12
2016	15	20	21	21	15	15	21

L2 inc Eng/Wel & Mat		Level 2 Threshold		Level 1 Threshold		Capped Points 9 Score	
Monmouthshire	67.0	Ceredigion	78.5	Carmarthenshire	97.7	Ceredigion	380.1
Ceredigion	62.4	Monmouthshire	77.3	Gwynedd	97.3	Vale of Glamorgan	374.3
Powys	62.2	Powys	74.3	Powys	96.4	Monmouthshire	368.1
Vale of Glamorgan	60.4	Vale of Glamorgan	73.8	Conwy	96.0	Powys	365.8
Cardiff	58.5	Carmarthenshire	72.6	Ceredigion	95.9	Gwynedd	365.8
Gwynedd	58.1	Gwynedd	70.0	Vale of Glamorgan	95.9	Swansea	361.1
Swansea	57.8	Cardiff	69.9	Swansea	95.4	Carmarthenshire	360.8
Carmarthenshire	57.2	Swansea	69.7	Isle of Anglesey	95.4	Cardiff	360.7
Flintshire	57.0	Bridgend	67.9	Merthyr Tydfil	95.0	Bridgend	356.9
Newport	55.5	Wales	67.0	Rhondda Cynon Taff	94.7	Conwy	351.0
Pembrokeshire	55.3	Conwy	66.8	Pembrokeshire	94.7	Wales	350.9
Wales	54.6	Pembrokeshire	66.0	Flintshire	94.6	Flintshire	346.8
Conwy	53.8	Flintshire	65.8	Wales	94.4	Rhondda Cynon Taff	346.1
Bridgend	53.0	Newport	65.3	Bridgend	94.1	Newport	345.0
South East Wales	52.9	Neath Port Talbot	65.2	Monmouthshire	94.1	Torfaen	341.9
Neath Port Talbot	51.4	Isle of Anglesey	64.5	Caerphilly	94.0	South East Wales	341.9
Torfaen	51.2	South East Wales	63.7	Wrexham	93.8	Pembrokeshire	340.4
Isle of Anglesey	50.5	Denbighshire	63.6	Neath Port Talbot	93.5	Neath Port Talbot	339.5
Denbighshire	50.0	Rhondda Cynon Taff	63.2	South East Wales	93.3	Caerphilly	336.2
Caerphilly	49.9	Torfaen	61.6	Cardiff	93.2	Isle of Anglesey	335.9
Rhondda Cynon Taff	49.8	Wrexham	60.4	Blaenau Gwent	92.8	Wrexham	335.6
Wrexham	49.3	Caerphilly	59.9	Torfaen	92.8	Denbighshire	333.9
Merthyr Tydfil	42.4	Blaenau Gwent	59.2	Newport	92.6	Merthyr Tydfil	326.8
Blaenau Gwent	41.1	Merthyr Tydfil	58.8	Denbighshire	90.2	Blaenau Gwent	320.4

A* - C English Language		A* - C Welsh 1st language		A* - C best of maths		L2 science	
Monmouthshire	74.6	Swansea	86.4	Monmouthshire	74.8	Vale of Glamorgan	90.0
Powys	73.2	Bridgend	83.8	Ceredigion	69.8	Ceredigion	86.9
Ceredigion	69.2	Cardiff	83.3	Powys	68.1	Cardiff	81.4
Vale of Glamorgan	69.2	Pembrokeshire	81.3	Flintshire	67.5	Flintshire	80.0
Carmarthenshire	68.6	Vale of Glamorgan	79.3	Vale of Glamorgan	67.3	Carmarthenshire	78.9
Swansea	66.7	Denbighshire	79.3	Cardiff	65.5	Rhondda Cynon Taff	78.6
Flintshire	66.5	Ceredigion	78.8	Swansea	65.0	Conwy	78.3
Cardiff	66.2	Rhondda Cynon Taff	74.7	Newport	64.3	Monmouthshire	78.1
Pembrokeshire	65.6	Wales	74.2	Carmarthenshire	64.2	Powys	76.9
Conwy	64.0	Torfaen	73.6	Gwynedd	62.9	Bridgend	75.7
Wales	63.7	Carmarthenshire	72.5	Pembrokeshire	62.7	Wales	75.6
Gwynedd	63.5	Neath Port Talbot	72.1	Wales	62.5	Swansea	75.6
Newport	62.9	Gwynedd	72.1	Conwy	62.2	Newport	74.2
Neath Port Talbot	62.7	Flintshire	71.9	South East Wales	61.5	Wrexham	73.6
South East Wales	62.3	Powys	71.1	Bridgend	61.2	Torfaen	72.8
Torfaen	61.8	Conwy	69.9	Torfaen	60.1	Gwynedd	72.8
Bridgend	61.5	South East Wales	68.9	Neath Port Talbot	59.4	Isle of Anglesey	72.3
Isle of Anglesey	60.0	Caerphilly	66.2	Rhondda Cynon Taff	59.3	South East Wales	72.0
Caerphilly	59.9	Isle of Anglesey	65.0	Denbighshire	58.4	Merthyr Tydfil	69.7
Denbighshire	59.2	Wrexham	60.2	Caerphilly	58.3	Caerphilly	69.5
Wrexham	57.9	Monmouthshire	-	Isle of Anglesey	58.0	Neath Port Talbot	67.1
Rhondda Cynon Taff	56.4	Newport	-	Wrexham	56.2	Denbighshire	66.8
Merthyr Tydfil	54.9	Blaenau Gwent	-	Blaenau Gwent	50.2	Blaenau Gwent	65.1
Blaenau Gwent	54.7	Merthyr Tydfil	-	Merthyr Tydfil	49.4	Pembrokeshire	64.9

Individual Schools

The table below presents the individual schools' data in order of Free School Meal eligibility (lowest to highest).

		% L2 E,W+M			% L2			% L1			Capped Point 9	
School	FSM	2015	2016	2017	2015	2016	2017	2015	2016	2017		2017
Caerleon	5.2	67.9	68.5	81.3	81.9	83.8	85.8	98.3	97.9	99.6		401.9
Bassaleg	6.4	65.6	73.1	73.0	92.1	93.0	83.1	98.8	99.2	96.4		397.3
St Joseph's	11.7	73.0	73.0	68.3	92.6	81.0	81.0	100.0	98.7	99.5		386.7
St Julian's	19.3	46.6	51.0	48.6	78.5	59.4	56.4	90.4	96.4	91.8		321.8
Newport High	20.5	43.5	44.8	40.1	83.7	67.2	54.5	93.5	95.3	94.7		314.6
The John Frost School	27.3	41.2	52.1	48.1	80.7	79.3	59.9	95.7	96.3	92.6		333.7
Llisbury High	31.3	41.3	53.7	44.6	84.5	77.4	54.6	91.0	94.9	91.5		315.1
Llanwern High	33.3	45.7	44.5	26.1	81.9	69.3	37.0	93.1	85.4	89.9		298.4
Newport	18.6	54.2	57.3	55.5	83.7	67.2	65.3	94.3	93.4	92.6		345.0
Wales	17.8	57.9	60.3	54.6	84.1	84.0	67.0	94.4	95.3	94.4		350.9

		English (A*-C)			Maths (A*-C)			% L2 Science		
School	FSM	2015	2016	2017	2015	2016	2017	2015	2016	2017
Caerleon	5.2	79.7	75.5	86.2	76.4	81.7	86.6	83.5	86.7	87.0
Bassaleg	6.4	74.7	78.5	82.3	70.4	81.0	79.0	96.8	97.1	86.7
St Joseph's	11.7	82.2	81.4	72.9	76.1	80.5	77.4	90.4	72.6	97.7
St Julian's	19.3	64.9	68.3	58.4	51.0	57.4	58.0	84.5	49.4	69.5
Newport High	20.5	56.0	58.9	51.9	52.2	50.0	49.7	63.6	44.3	67.4
The John Frost School	27.3	54.0	60.6	51.2	48.1	56.4	61.1	67.4	85.6	94.4
Llisbury High	31.3	60.0	71.8	59.2	44.5	55.4	56.2	89.0	89.3	39.2
Llanwern High	33.3	68.1	61.3	29.7	49.1	47.4	38.4	95.7	23.4	38.4
Newport	18.6	67.7	68.5	62.9	59.6	63.7	64.3	83.0	68.7	74.2
Wales	17.8	68.6	69.3	63.7	64.4	66.9	62.5	84.0	82.4	75.6

Free School Meal Benchmark Summary

When FSM benchmark data is used to compare the performance of similar schools, the number of Newport schools above the median since 2015 has increased for the Level 2 inclusive threshold and maths. The number of schools in the bottom quarter has increased for L2 inclusive.



Individual school benchmark performance is presented in Appendix A.

Welsh Government Modelled Expectation

The gap between the LA benchmarks for performance modelled on FSM entitlement and actual performance narrowed in 2017, with the Level 2 threshold including English/Welsh and mathematics now 1.3pp above the expected achievement compared to 1pp below in 2016. For capped point score (now capped point 9), Newport narrowed the gap to 2.5 percentage points below the expected achievement.

		2013	2014	2015	2016	2017
Level 2 threshold including English/Welsh and maths	Actual	52	53.2	54.9	58.9	57.0
	Target	51	53.6	56.2	59.9	55.7
	Difference	1	-0.4	-1.3	-1.0	1.3
Capped Average Wider Point Score 2011-13 Capped point 2014-16 Capped 9 2017	Actual	339	342.0	342.9	336.2	353.1
	Target	336	345.4	348.8	351.2	355.6
	Difference	3	-3.4	-5.9	-15.0	-2.5

LA – Key Stage 5 (Newport LA Schools only)

Performance Data

Note: Welsh Government are considering new performance measures for future years, which have yet to be decided

Percentage of students achieving the level 3 threshold (a volume of qualifications at Level 3 equivalent to the volume of 2 A levels at grades A*-E)				
	2016	2017 Results Day	2017 Final SSSPs	Difference from 2016
Newport	97.7	96.5	96.5	-1.2 ▼
South East Wales	97.9	97.2	96.4	-1.5 ▼
Wales	98.0		97.1	-0.9 ▼

Cohort size 2016 = 859, Cohort size 2017 = 727

- When vocational qualifications are taken into account and the Welsh Government's main indicator of post-16 performance, the Level 3 threshold, is considered, performance decreased slightly from 97.7% to 96.5%.
- This 1.2pp decrease is narrower than the 1.5pp decrease across the EAS region, and marginally larger than the 0.9pp decrease across Wales.

Appendix A – Key Stage 4, School Benchmark Quarter Performance

Subject, AOL or Key Indicator	School Name	2014/15		2015/16		2016/17	
		% Pupils Achieving	Quarter	% Pupils Achieving	Quarter	% Pupils Achieving	Quarter
Level 2 threshold including English/Welsh and Maths	Bassaleg School	65.6	3	73.1	2	73.0	2
	Caerleon Comprehensive School	67.9	3	68.5	3	81.3	1
	The John Frost School	41.2	3	52.1	2	48.1	2
	Llanwern High School	45.7	1	44.5	3	26.1	4
	Lliswerry High School	41.3	2	53.7	1	44.6	1
	Newport High School	43.5	4	44.8	4	40.1	4
	St Joseph'S R.C. High School	73.0	1	73.0	1	68.3	1
	St Julian'S School	46.6	4	51.0	3	48.6	4
Level 2 threshold	Bassaleg School	92.1	2	93.0	2	83.1	2
	Caerleon Comprehensive School	81.9	4	83.8	3	85.8	2
	The John Frost School	80.7	2	79.3	3	59.9	2
	Llanwern High School	81.9	2	69.3	3	37.0	3
	Lliswerry High School	84.5	2	77.4	3	54.6	2
	Newport High School	83.7	2	67.2	4	54.5	4
	St Joseph'S R.C. High School	92.6	2	81.0	4	81.0	1
	St Julian'S School	78.5	3	59.4	4	56.4	4
Level 1 threshold	Bassaleg School	98.8	3	99.2	3	96.4	4
	Caerleon Comprehensive School	98.3	3	97.9	4	99.6	2
	The John Frost School	95.7	2	96.3	3	92.6	4
	Llanwern High School	93.1	3	85.4	4	89.9	3
	Lliswerry High School	91.0	3	94.9	3	91.5	3
	Newport High School	93.5	4	95.3	4	94.7	3
	St Joseph'S R.C. High School	100.0	1	98.7	3	99.5	2
	St Julian'S School	90.4	4	96.4	4	91.8	4
Capped Points Score (Capped Points 9 Score from 2016/17)	Bassaleg School	377.2	1	371.7	2	397.3	2
	Caerleon Comprehensive School	361.5	3	364.3	3	401.9	1
	The John Frost School	328.0	2	330.6	3	333.7	3
	Llanwern High School	317.6	3	288.4	4	298.4	3
	Lliswerry High School	331.4	2	342.3	2	315.1	2
	Newport High School	325.2	4	318.6	4	314.6	4
	St Joseph'S R.C. High School	362.6	2	352.5	4	386.7	1
	St Julian'S School	315.4	4	298.2	4	321.8	4
English	Bassaleg School	74.7	4	78.5	3	82.3	2
	Caerleon Comprehensive School	79.7	2	75.5	4	86.2	1
	The John Frost School	54.0	2	60.6	2	51.2	3
	Llanwern High School	68.1	1	61.3	2	29.7	4
	Lliswerry High School	60.0	2	71.8	1	59.2	1
	Newport High School	56.0	4	58.9	3	51.9	3
	St Joseph'S R.C. High School	82.2	1	81.4	1	72.9	2
	St Julian'S School	64.9	2	68.3	2	58.4	3
Mathematics (Combined Mathematics from 2016/17)	Bassaleg School	70.4	3	81.0	2	79.0	2
	Caerleon Comprehensive School	76.4	2	81.7	2	86.6	1
	The John Frost School	48.1	2	56.4	2	61.1	1
	Llanwern High School	49.1	2	47.4	4	38.4	3
	Lliswerry High School	44.5	3	55.4	2	56.2	1
	Newport High School	52.2	4	50.0	4	49.7	4
	St Joseph'S R.C. High School	76.1	1	80.5	1	77.4	1
	St Julian'S School	51.0	4	57.4	3	58.0	3
Science	Bassaleg School	96.8	1	97.1	1	86.7	3
	Caerleon Comprehensive School	83.5	3	85.6	2	87.0	3
	The John Frost School	67.4	3	85.6	2	94.4	1
	Llanwern High School	95.7	1	23.4	4	38.4	4
	Lliswerry High School	89.0	2	89.3	1	39.2	3
	Newport High School	63.6	4	44.3	4	67.4	3
	St Joseph'S R.C. High School	90.4	3	72.6	4	97.7	1
	St Julian'S School	84.5	3	49.4	4	69.5	3

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 4 outcomes for 2017/18	M	H	Work plans are in place to improve Key Stage 4 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 both to individuals, communities and the city. This importance is recognised within the Corporate Plan through the Aspirational People goal. 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 relatively good performance of Newport schools and the on-going reduction in the number of pupils not supported into an outcome post compulsory education are clearly showing a move in the right direction and a commitment to achieving the aspirations of the Well-being of Future Generations Act (2015).

The report does not highlight any specific human resource implications.

Cabinet Member for Education & Skills:

As Cabinet Member for Education , I am very pleased that Newport has shown such strong improvement in key indicators such as the Level 2 Inclusive and Level 2 Maths (A*-C). This is the first time that Newport has achieved above the all Wales average performance in these measures. I am also delighted that so many of our young people achieved the Level 3 Threshold in their school sixth forms. This has allowed another cohort of young adults in Newport to attend university and begin their careers in the world of work. While there is much to celebrate in this report, clearly there is too much variance between schools and this needs to reduce in order to secure pupil outcomes this summer. I will continue to challenge and support schools and its partners to ensure this happens.

10th January 2018

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Report

Cabinet

Part 1

Date: 17 January 2018

Subject **November 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 November position.

Author Head of Finance

Ward All

Summary As at November 2017, the Council's revenue budget is forecasting an overspend of £843k, (September - £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 £530k (September - £275k underspend).

The overall position has improved month on month since last reported to Cabinet. The pattern of issues remains broadly unchanged with the vast majority of budgets spending more or less to budget, with the overspend of £843k explained primarily by a very small number of key budget areas, as shown in Appendix Two:

- (1) There are overspends within 3 service areas of c£3.6m, 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 in the current year;
- (2) There is c£0.57m of undelivered / delayed savings, mainly within 'Place' services;
- (3) These overspends above have been partially offset by:
 - (a) c£1m of staffing underspends across services;
 - (b) Non-service area savings of c£2m in respect of council tax rebates and council tax surplus.

The current overall position is being contained and managed for 2017/18 and 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 in financial management. Continued funding reductions and delivery of new savings adds to this challenge.

In addition to the above, school forecasts for 2017/18 currently predict an overspend of c£3m which will reduce school's individual reserves as they will be used to 'fund' this overspend. Currently, 48 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.

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 and the risks associated with this;
- Note the forecast movements in reserves (appendix 4).

Action by

Cabinet Members / HoF / SLT / 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

Background

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) Dashboards and appendices to this report include forecasts broken down to activity levels within service areas;
- (v) 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:

	£'000
Net overspending in service areas (exc. Schools)	2,453
Overspends in Schools	<u>3,000</u>
Service area overspends	5,453
Schools reserves transfer to cover school overspends	(3,000)
<i>Non Service Variances:</i>	
Savings on C Tax benefit rebates – lower claimant No's	(1,377)
Council Tax surplus saving – housing growth	(814)
Other (non-service) variances	<u>581</u>
Net Overspend	843

2. As at November 2017 the Councils revenue budget is projecting an overspend of £843k (September - £1,098k overspend). There continues to be significant budget overspending in 3 key areas, partly mitigated by underspending on staffing budgets and non-service areas. The position has improved by £255k since that reported to Cabinet in September, mainly from reduced overspending in 'Place' services and Education.
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 most 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 and over the medium to long term.

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

Opportunities

- The level of overspending has decreased since reported last time to Cabinet – mainly in the StreetScene service. The non-essential spending restrictions should provide further opportunities to reduce spend further, when applied rigorously. On-going forecasts will show progress.
- Forecasts have tended to be set at a ‘pessimistic’ level by service areas and have normally been improved at outturn. This cannot be guaranteed at this stage of course but is a pattern of earlier years, which is worthy of note.

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 opportunities and risks will undoubtedly affect 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£1.0m;
- budget overspends of c£3.6m in 3 key areas of risk; Children’s services – ‘out of area placements’ (£2,153k), Adult’s services ‘community care budgets’ (£468k) and Education – ‘out of area special education placements (£1,010k)
- budget overspends of £0.57m due to non/delayed delivery of agreed budget savings.

These three account for c£3.2m of net service area overspending. 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 £991k 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)	54,050	54,050	54,114	54,076	54,063	54,386	54,517	54,328	54,328	54,328	54,328	54,328
Forecast (£'000)	54,050	53,717	53,854	53,282	53,204	53,336	53,444	53,337	53,337	53,337	53,337	53,337
Variance (£'000)	0	(334)	(259)	(794)	(859)	(1,050)	(1,073)	(991)	(991)	(991)	(991)	(991)

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 £3,631k 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 £'000	2017/18 Forecast Variance Over/ (Under) Spend £'000	2017/18 Investment (Additional budget) £'000	Worsening/ (Improvement) since 2016/17 (after investment) £'000	Notes	Proposed Action
Children & Family Services						
Out of area residential placements	892	2,153	(400)	1,661	Budget can afford 16 placements based on average package costs whereas the service has made 23 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. The number of placements have almost doubled over the last two years and although the budget can afford 18 placements in 2018/19 current forecasts suggest that there will be at least 21 at the start of the new financial year.	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.
Adult & Community Services						
Community Care	1,100	468	(1,044)	412	£1,076k 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 £468k.	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.
Education						
Special Educational Needs (SEN)	917	1,010	0	93	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.
SERVICE AREA SUBTOTAL	2,909	3,631	(1,444)	2,166		

As the table shows, the overspending has increased from 16/17 levels in the service areas (from £2,909 to £3,631k), even though additional budgets of £1,444k were added to them for 2017/18 – therefore a worsening position of £2,166k.

(iii) Delivery of Medium Term Financial Plan (MTRP) Savings:

8. The following table shows the forecast delivery of savings across directorates. In the main this shows very 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. There is proposed investment into this area as part of the 2018/19 budget setting process and so this will no longer be an issue.

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

By Portfolio	People	Place	Corporate	Non Service	Total 17/18
2017/18 MTRP Target (£) Total	£2,979,000	£839,000	£734,000	£1,173,000	£5,725,000
Total Savings Realised by Year End 2017/18	£2,989,176	£630,000	£734,000	£1,173,000	£5,526,176
Variation to MTRP Target	£10,176	-£209,000	£0	£0	-£198,824
Variation % to MTRP Target	0%	-25%	0%	0%	-3%

10. Of the £565k undelivered savings relating to both 2017/18 (£199k) and previous years (£366k), the table below sets out areas where 2018/19 budget investment will rectify the issue.

Area	2016/17			2017/18		
	Undelivered Savings (£'000)	2018/19 Investment (£'000)	Pressure Remaining (£'000)	Undelivered Savings (£'000)	2018/19 Investment (£'000)	Pressure Remaining (£'000)
Streetscene	313	(60)	253	103	(69)	34
RIH	53	-	53	106	-	106
Childrens	-	-	-	30	-	30
TOTAL	366	(60)	306	239*	(69)	170

* Overachievement in the People directorate (Adults) has reduced the overall 2017/18 undelivered saving down to £199k.

(iv) Non-Service Underspending:

11. Service area overspending has been temporarily mitigated by one off non-service area savings of c£1.6m. In the main, these savings have arisen in respect of council tax rebates and council tax surplus (£2.2m).

	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
Non Service				
Savings on C Tax benefit rebates - lower number of claimants	(1,063)	(1,377)	400	(714)
C Tax surplus - housing growth	(1,539)	(814)	0	725
NON-SERVICE SUBTOTAL	(2,602)	(2,191)	400	11

These budget areas will continue to be closely monitored in light of new dwellings, claimants and collection rates.

Schools

12. 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
Total Secondary Schools	1,682,623	-1,773,180	-90,557
Total Primary Schools	3,153,021	-1,183,567	1,969,454
Total Nursery Schools	17,003	-26,050	-9,047
Total Special Schools	-21,337	-17,203	-38,540
Total All Schools	4,831,310	-3,000,000	1,831,310

- 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

13. Appendix 3 illustrates the planned movements in reserves throughout the year. Cabinet should note the opening balance as at 31st March 2017, forecasted planned transfers in/ (out) of reserves in 2017/18 and the forecast balance as at 31st March 2018. Current projections suggest that 20%

(nearly £22m) 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-OFF SPENDING PRIORITIES FROM 2016/17
UNDERSPEND

14. 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 spend committed during 2017/18;

	Approved Budget (£'000)	Committed Spend (£'000)
Regeneration, Investment & Housing	1,013	115
Streetscene & City Services	300	300
Corporate	87	89
Contingency	100	0
Total	1,500	504

15. The above table highlights that there is currently a balance remaining of £996k against the £1.5m investment reserve. The balance remaining will be utilised over the next two years to fund the one off priority projects approved in March 2017.

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 forecasting	M	M	Better forecasting in non-service areas where large variances occurred in 16/17 Review and refinement in service areas risk based predictive models CX/HoF setting out clear expectations	AHoF SFBP's and budget managers 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 on-going significant financial pressures in 2017/18 in a few key areas with non-service area underspending 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. This pattern has continued and been reported for most of this current financial year.

It will be important that longer term plans and /or investment 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 – November 2017
- Appendix 2 Revenue Summary Monitor – November 2017 by Activity
- Appendix 3 Planned Movement in Reserves

APPENDIX 1 – Revenue Summary Monitor (November 2017)

Summary Revenue Budget				
	Apr-17	Current	Projection	(Under)/Over
2017/2018	Approved Budget	Budget		
	£'000	£'000	£'000	£'000
PEOPLE				
Children & Young People	21,027	21,068	22,686	1,618
Adult & Community Services	41,408	41,070	41,287	217
Education	14,859	14,878	15,561	683
Schools	90,297	90,297	93,297	3,000
	167,591	167,313	172,831	5,518
PLACE				
Regeneration, Investment & Housing	9,526	9,194	9,300	106
Streetscene & City Services	17,465	17,847	17,896	49
	26,991	27,041	27,196	155
CHIEF EXECUTIVE				
Directorate	557	557	583	26
Finance	2,719	2,719	2,662	(57)
People & Business Change	6,232	6,321	6,197	(124)
Law & Regeneration	6,493	6,524	6,459	(65)
	16,001	16,121	15,901	(220)
CAPITAL FINANCING COSTS & INTEREST				
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	-
	28,395	27,040	27,201	161
SUB TOTAL - SERVICE/CAPITAL FINANCING				
	238,978	237,515	243,129	5,614
CONTINGENCY PROVISIONS				
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	5,386	475
	6,537	6,959	7,434	475
LEVIES / OTHER				
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	10,696	(1,377)
Extraordinary Items	-	-	-	-
Charity Rate Relief	-	-	-	-
	21,858	21,858	20,426	(1,432)
TRANSFERS TO/FROM RESERVES				
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			1,457	1,457
Invest to Save Reserve (from)			(1,457)	(1,457)
	(1,001)	40	(2,960)	(3,000)
TOTAL	266,372	266,372	268,029	1,657
Funded by				
WAG funding (RSG & NNDR)	(208,250)	(208,250)	(208,250)	-
Council Tax	(58,122)	(58,122)	(58,122)	-
Council Tax Surplus			(814)	(814)
TOTAL	-	-	843	843

APPENDIX 2 – Revenue Summary Monitor by Activity (November 2017)

Summary Revenue Budget					
	Apr-17	Current	Projection	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Explanation as required
	£'000	£'000	£'000	£'000	
PEOPLE					
Children & Young People	21,027	21,068	22,685	1,618	
SOC5 First Contact	26	26	5	(21)	
SOC19 Pathway Team	2,175	2,175	1,980	(196)	There have been several vacant posts within the team during the 17-18 financial year.
SOC20 Leaving Care	700	700	655	(46)	
SOC21 Sthwrk 16+ Homeless	27	27	35	8	
SOC22 LAC Family Contact	101	101	101	-	
SOC23 Child Safegrd & Miss	128	128	119	(10)	
SOC24 Child & Fam Mgt Acct	509	479	380	(98)	Savings from vacant Service Manager posts
SOC26 Integ Fam Supp Serv	1,674	1,714	1,491	(223)	In year grant funding received and reduced spend on Integrated Family Support Team
SOC27 SE Wales Adoption	496	502	693	191	Increases in number of children being placed for adoption and costs for placements with providers outside of the South East Wales Adoption Service area
SOC28 Child Protection	3,320	3,330	3,218	(112)	£102k staffing savings, £105k forecasted reduction in Legal fees account, £94k reduction in operational budgets for day care / support to families all being offset by a forecasted overspend of £143k in the Looked After Children Remand account.
SOC30 NCC Child Res	1,949	1,949	1,986	37	
SOC31 Out of Auth Res Plac	1,993	1,993	4,145	2,153	Increased placements / costs with, now up to 23 residential placements during 17-18
SOC32 Ind Foster Ag Plac	1,348	1,348	1,409	61	
SOC33 In-House Fostering	3,947	3,947	3,873	(75)	Savings from vacant posts have been partly offset by increased in-house foster placements
SOC34 Kinship Payments	952	952	922	(30)	
SOC35 Education Supp Team	113	113	111	(2)	
SOC36 Drct Pay Child Serv	172	162	157	(5)	
SOC37 S17 Child Dis Aid	31	31	42	11	
SOC38 Adoption Allowances	271	296	304	9	
SOC39 Child Safeguard	554	554	503	(51)	Savings from vacant Service Manager posts
SOC40 Youth Offending Serv	540	540	557	17	

Summary Revenue Budget					
	Apr-17	Current	Projection	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Explanation as required
	£'000	£'000	£'000	£'000	
Adult & Community Services	41,408	41,070	41,287	217	
SOC1 HomeCare&ExtraCare	1,968	1,750	1,671	(78)	Staffing underspend on extracare
SOC2 Older Ppl Res Units	2,187	2,193	2,333	140	Underachievement of income budget for in house residential home fees. Level of fees payable is based on statutory financial assessment.
SOC3 Supp Living Agency	613	613	635	23	
SOC4 Day Opportunities	1,177	1,184	1,039	(145)	Mainly staffing due to vacancies and early achievement of 1819 MTRP saving of £60k
SOC5 First Contact	398	398	519	122	Hospital team overspend £85k staffing overspend as covering maternity absence with agency staff. Emergency Duty Team contract increase of £36k.
SOC6 SMAPF	-	-	0	0	
SOC7 Integrated OT Total	607	607	576	(31)	
SOC8 Centrica Lodge Resp	322	247	224	(23)	
SOC9 Community Care Teams	1,725	1,764	1,881	117	Overspends on staffing costs including the use of agency staff.
SOC10 Community Care Packs	24,901	24,589	25,413	824	Numbers of externally placed care packages and costs vary according to need. Changes monthly dependant on numbers and level of care required. Increase in 25 service users this month mainly non residential care
SOC11 Mental Health Total	2,363	2,388	2,077	(311)	Underspend on Mental Health under65 care packages mainly residential and supported living. Packages and costs vary according to need.
SOC12 Frailty Pooled Budg	1,793	1,851	1,744	(107)	Expected underspend on pool contribution £77k and staffing budget £30k for the year.
SOC13 Adults Mgt Acct	772	754	580	(174)	£30k service manager 50% paid for by education, £121k S&S budget held centrally but virement required to cover new contracts. £20k one off income
SOC14 Service Dev & Comm	901	901	788	(113)	Mainly staffing underspends due to vacancies, grants and early MTRP achievement for 1819.
SOC15 Supporting Ppl Gen	168	168	176	8	
SOC16 Adult Serv Cont Sup	1,024	1,173	1,120	(53)	
SOC17 Telecare Contract	82	82	61	(21)	
SOC18 Adult Safeguard Tot	409	409	451	42	

Summary Revenue Budget					
2017/2018	Apr-17	Current	Projection	(Under)/Over	Notes
	Approved Budget	Budget			Explanation as required
	£'000	£'000	£'000	£'000	
Education	14,859	14,878	15,561	683	
EDU2 School Based Counsel	206	206	206	-	
EDU3 Autistic Spect Dis	40	40	20	(20)	
EDU4 Psychology Services	371	371	326	(45)	
EDU5 SEN Team	269	269	229	(40)	
EDU6 SEN Recoup OOC	2,948	2,948	3,929	981	Demand led budget. Variance reduced in comparison to previous month. Out of county placements' pressure and recoupment income less than budget. High risk for 18/19. There is a new out of county project action plan to mitigate the extent of the out of county overspend associated with 2018/19.
EDU7 SEN Equip & Resource	108	108	137	29	
EDU8 SEN Local Provision	156	156	352	196	Bridge achievement centre contribution and Include contract (keeping pupils within Newport rather than out of county which would be more costly).
EDU9 Inclusion Mgt Acct	656	656	603	(53)	
EDU10 Education Welf Serv	315	315	307	(8)	
EDU11 Bridge Achieve Cent	952	972	993	21	
EDU12 EIG-Educ Improv Grnt	466	466	468	2	
EDU13 GEMS	(16)	(16)	(16)	-	Potential cut to grant in 18/19 which would lead to a pressure within the service.
EDU14 Breakfast Clubs	404	404	460	56	Current budget insufficient for the number of clubs running. Potential to decrease 60mins current provision.
EDU15 School Meals RepMain	294	294	211	(83)	School meal numbers less than budget.
EDU16 Edu Mgt - Mgt Team	249	249	212	(37)	
EDU17 Edu Mgt - Non Team	(411)	(411)	(544)	(133)	SMP credits from Non Del higher than budget plus savings in Education's Supplies & Services.
EDU18 Service Dev & Bus	181	229	206	(23)	
EDU19 Schools Admiss&Appl	241	241	255	14	
EDU20 21CS Programme	125	76	77	1	
EDU21 Early Years & Integ	1,095	1,095	1,010	(85)	Additional grant income, limited training and grants to other organisations less than budget.
EDU22 Redund & Superann	1,008	1,008	1,008	-	
EDU23 Joint Services	1,507	1,507	1,444	(63)	
EDU24 Transport	3,696	3,696	3,669	(27)	

Summary Revenue Budget					
	Apr-17	Current	Projection	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Explanation as required
	£'000	£'000	£'000	£'000	
PLACE					
Regeneration, Investment & Housing	9,527	9,194	9,300	106	
RIH1 Homelessness	468	468	431	(37)	
RIH2 Strategy & Dev	254	253	232	(21)	
RIH3 Housing Needs	688	688	717	29	
RIH4 Private Sector Hous	65	67	76	9	
RIH5 Com & Ind Portf	(942)	(945)	(1,155)	(210)	Better than anticipated income levels from the Commercial and Industrial portfolio as well as a reduction in the level of Repairs and Maintenance expected for the remainder of the financial year.
RIH6 Provision Market	(146)	(127)	(83)	44	Increased costs for repairs and maintenance to the Market building and to modernise individual units as well as being unable to achieve income targets for the financial year.
RIH7 Civic Centre Fac Mgt	285	649	668	19	
RIH8 Station Buildings	437	535	486	(49)	Introduction of National Software Academy into the Information Station will create an income stream in terms of rent and service charges.
RIH9 Centralised Prop	4,367	3,370	4,030	660	Changes made to pension valuation and reduction in expected profit share by Joint Venture partner Newport Norse
RIH10 Carbon Reduction	345	392	362	(30)	
RIH11 Building Control	15	15	(53)	(68)	Staff savings in year (£-30k) also additional licenses income received in year (£-23k)
RIH12 Plan & Dev Mgt Ac	98	98	94	(4)	
RIH13 R+R Pooled Admin	66	66	64	(2)	
RIH14 Urban Regeneration	255	255	247	(8)	
RIH16 Development Mgt	270	270	209	(61)	Over recovery on income in year also savings on legal fees budget anticipated.
RIH17 Planning Pol & Imp	203	203	154	(49)	One off S106 monitoring fee income received, will not be repeated in future years
RIH18 Local Dev Plan	72	72	72	-	
RIH19 Community Centres	172	193	199	6	
RIH20 Com Dev Core	202	204	188	(16)	
RIH21 Youth Core	280	280	266	(14)	
RIH22 City Play schemes	81	81	81	-	
RIH23 Adult Education	(100)	(100)	(141)	(41)	Staff vacancies savings in year
RIH24 Libraries	921	1,036	995	(41)	Staff vacancies in year as well as savings anticipated on supplies and services and premises budget headings.
RIH25 Museum Art & Gallery	380	376	365	(11)	
RIH26 Medieval Ship	65	65	60	(5)	
RIH27 Partnerships	196	196	189	(7)	
RIH28 Tredegar House Grnds	400	400	399	(1)	
RIH29 14 Locks	21	21	21	-	
RIH30 Transporter Bridge	109	113	109	(4)	
RIH31 CD Communities First	-	-	(36)	(36)	
RIH32 Work & Skills Employ	-	-	66	66	Income under recovery due to delays with finalising apprenticeships agreements with Acorn and coleg Gwent and work programme income lower than originally anticipated; this has been offset by salary savings and supplies and services reductions.
RIH33 Work & Skills Europe	-	-	-	-	
RIH34 Families First	-	-	-	-	
RIH35 Flying Start	-	-	-	-	
RIH36 Monwel	-	-	(12)	(12)	
RIH37 Youth	-	-	-	-	

Summary Revenue Budget					
	Apr-17	Current	Projection	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Explanation as required
	£'000	£'000	£'000	£'000	
Streetscene & City Services	17,466	17,848	17,897	49	
STR1 Env Serv	778	777	786	9	
STR2 Cemeteries	(502)	(503)	(482)	21	
STR3 Public Transport	984	980	1,033	53	Double counted MTRP saving for removal of bus service in 1718 (£69k)
STR4 Asset Mgt	1,149	578	563	(15)	
STR5 Street Lighting	2,032	2,318	2,279	(39)	
STR6 Staffing	269	229	413	184	Includes the £227k underachieved MTRP saving brought forward from 16/17
STR7 Traffic Mgt & Street	(419)	(419)	(410)	9	
STR8 Road Safety	181	181	146	(35)	
STR9 Leisure Trust	2,727	2,830	2,691	(139)	Reductions in the utility costs across all leisure sites has resulted in the current position. Work is ongoing to monitor the forecasts as we enter the winter period.
STR10 Waste Disposal Site	(772)	(346)	(997)	(651)	One off contract for commercial waste has resulted in additional disposal income (£500k) and reduced leachate expenditure (£24k)
STR11 Sustainable Waste	847	872	937	65	Increased kerbside recycling payments (£35k) and staffing costs (12k)
STR12 Refuse Collection	2,436	2,246	2,304	58	Reduced income for external trade waste (£47k)
STR13 Civic Amenity Site	718	448	486	38	
STR14 City Centre Mgt	34	-	-	-	
STR15 Drainage Operations	66	581	582	1	
STR16 Fleet Mgt	2,023	2,092	2,105	13	
STR17 Grounds Maint	515	569	827	258	Grounds lost a number of external contracts which shows as an underachieved level of income against budget targets. This position has worsened with the transfer of large areas of land from Newport City Homes to the Council which require ongoing maintenance. Seasonal agency have been employed to cover grass cutting and maintenance services with agency also required to cover sickness absence.
STR18 Routine Maint	2,267	1,865	2,007	142	A number of larger resurfacing projects have been identified in addition to the on-going reactive program resulting in the current position. Due to the current climate, these works will not be completed until February/March 18.
STR19 SDR South Distr Road	(40)	(61)	(82)	(22)	
STR20 Off Street Park	(351)	(257)	(266)	(9)	
STR21 Street Cleans	900	1,237	1,284	47	
STR23 Depot Salaries	113	151	175	24	
STR24 Winter Maint	127	127	156	29	
STR25 Public Features	81	51	63	12	
STR26 Customer Services	1,405	1,405	1,373	(32)	
STR27 Benefits	(102)	(101)	(76)	25	

Summary Revenue Budget					
	Apr-17	Current	Projection	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Explanation as required
	£'000	£'000	£'000	£'000	
CHIEF EXECUTIVE					
Directorate	557	557	583	26	
Finance	2,719	2,719	2,662	(57)	
FIN1 Accountancy	1,885	1,885	1,848	(37)	
FIN2 - Internal Audit	314	314	287	(27)	
FIN3 Purchase to Pay	114	114	123	9	
FIN3 Purchase to Pay (+£78k)	79	82	88	6	
FIN4 Strategic Procurement	308	308	272	(36)	
FIN4 Strategic Procurement (-£78k)	(79)	(82)	(88)	(6)	
FIN5 Council Tax & NNDR	(48)	(48)	(7)	41	
FIN6 Debtors	146	146	139	(7)	
People & Business Change	6,232	6,321	6,197	(124)	
PBC1 HR Strategy & Op	453	461	483	22	
PBC2 HR Emp Serv	451	451	416	(35)	
PBC3 Business Chg Improv	322	322	322	-	
PBC3 Business Chg Improv (£292k) / PBC4 F	69	69	69	-	
PBC5 Com Cohesion	17	17	17	-	
PBC6 Partnership	523	523	443	(80)	The projected underspend is due to a delay in the Welsh Language Translation work
PBC7 Partnership & Policy	343	343	347	4	
PBC8 Health and Safety	143	154	153	(1)	
PBC9 Social Services	261	241	241	-	
PBC10 Digital	47	47	47	-	
PBC 11 Info Gov & Dev	182	182	144	(38)	
PBC12 Shared Res Serv	2,980	3,069	3,072	3	
PBC13 Document Services	238	238	240	2	
PBC14 Spatial Data Unit / PBC15 Gazetteer &	203	204	203	(1)	
Law & Regeneration	6,493	6,524	6,459	(65)	
LAW1 Comms & Market	565	565	552	(13)	
LAW2 Registrars	73	98	132	34	
LAW3 Demographic Serv	532	535	503	(32)	
LAW4 Members Allowances	1,033	1,033	1,054	21	
LAW5 Electoral Reg	216	216	231	15	
LAW6 Legal	1,111	1,176	1,158	(18)	
LAW7 Land Charges	(122)	(122)	(117)	5	
LAW8 Insurance	856	856	799	(57)	
LAW9 Com Safety	675	571	642	71	
LAW10 Environmental health	1,048	1,049	1,088	39	
LAW11 Trading Standards	679	694	667	(27)	
LAW12 Licensing	(173)	(147)	(250)	(103)	Increase in income based on trends and outturn in previous years.

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)
Earmarked Reserves:														
Pay Reserve	(1,418)												(233)	(1,651)
Music Service	(167)												40	(127)
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)												(117)	(196)
NEW - Metro Bus	(9)												9	-
SUB TOTAL - RISK RESERVES	(14,782)	-	-	-	-	-	-	-	-	-	-	-	4,473	(10,309)
Capital Expenditure	(5,817)												2,304	(3,513)
Invest to Save	(11,050)												1,457	(9,593)
Super Connected Cities	(670)												120	(550)
Landfill (fines reserve)	(345)													(345)
Christmas Lights	(15)												15	-
Usable Capital Receipts	(11,742)												8,726	(3,016)
SUB TOTAL - ENABLING RESERVES	(29,638)	-	-	-	-	-	-	-	-	-	-	-	12,622	(17,016)
STEP School Computers	(473)												100	(373)
Municipal Elections	(154)												100	(54)
Local Development Plan	(572)												(53)	(625)
Glan Usk PFI	(1,499)													(1,499)
Southern Distributor Road PFI	(44,515)												212	(44,303)
SUB TOTAL - SMOOTHING RESERVES	(47,214)	-	-	-	-	-	-	-	-	-	-	-	359	(46,855)



Report

Cabinet

Part 1

Date: 18 December 2017

Subject Capital Programme Monitoring and Additions November 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 November 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 November 2017 along with the forecast outturn for 2017/18. The net effect of the forecasts provided shows an overall Authority-wide underspend variance of £10,157k against the budget of £46,919k. This includes forecast slippage of budget into 2018/19 to the value of £8,024k, giving a true forecast underspend of £2,133k.

The report also updates Cabinet on the current position regarding capital receipts. To date £886k has been received in-year (excluding JV receipts); which is a significant amount towards the £1,000k target.

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

To note the capital expenditure forecast position as at November 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 £132.292 million, which has increased slightly from the September 2017 report. 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
	Budget	Budget	Budget	Budget	
Original Programme	42,619	12,222	11,414	14,296	80,551
	Actual	Budget	Budget	Budget	
Capital Programme Outturn Report 14/15	27,197	39,993	27,813	20,063	115,066
	Actual	Actual	Budget	Budget	
Capital Programme Outturn Report 15/16	27,197	25,783	42,137	18,198	113,315
	Actual	Actual	Actual	Budget	
Capital Programme Outturn Report 16/17	27,197	25,783	32,393	39,456	124,829
Capital Programme Monitoring & Additions Report July 2017	27,197	25,783	32,393	43,312	128,685
Capital Programme Monitoring & Additions Report Sept 2017	27,197	25,783	32,393	46,792	132,165
This Report	27,197	25,783	32,393	46,919	132,292

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 £127k since reported in September 2017. Appendix A shows the revised capital programme for 2017/18 including the proposed changes which are to be approved by Cabinet. This has increased the borrowing requirements by £50k for 2017/18, but this has already been factored into the work undertaken for the 2018/19 capital programme. These changes are summarised in the paragraphs below.
- St Julian's High Building Improvements (£145k)** – The school has submitted a bid which has been approved to increase the capacity of the school toilets. Scheme is expected to be completed in 2017/18. This has been funded from schools works reserve.
- Glan Llyn Fixtures, Fittings and Furniture (£50k)** – Based on an Education report presented in September 2016, £615k was added to the 2018/19 capital programme in readiness for the school to be open in September 2018. £50k of this £615k scheme has now been brought forward to 2017/18.
- Schools Computer Replacements Programme (£116k)** – Four schools (St Gabriel's, St Woolos, Maesglas, Pentrepoeth) have submitted capital bids which have been approved for their replacement IT programmes.
- Maplewood Play Area (-£184k)** – Budget Reduced in line with annual spend for S106 monies. Scheme has now been completed for 2017/18

2017/18 Capital Expenditure Position as at December 2017

- The 2017/18 capital programme allocation now totals £46,919k. Capital expenditure incurred up to the end of November 2017 totalled £17,866k – which represents 38.1% of the overall budget. Whilst this seems low, it is appreciated that a significant level of capital expenditure tends to be incurred in the later part 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 31st 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 January-February 2018.
- The forecast outturn position for the 2017/18 programme is currently estimated to be £36,762k (78.4% of available budget) as detailed in the following table. An update on the headline/ high value schemes is provided in the next section; Appendix A summarises the progress on the remainder of this year's programme.

Service Area	Approved Budget 2017/18	Forecast Outturn	Slippage	(Under)/Over Spend
	£000's	£000's	£000's	£000's
Education	27,722	22,918	(4,856)	52
Regeneration, Investment & Housing	10,865	7,828	(3,112)	75
People & Business Change	2,777	512	0	(2,265)
Law & Regulation	6	6	0	0
Adult & Community Services	826	818	(15)	7
Children & Young People Services	26	26	0	0
Streetscene & City Services	4,697	4,654	(41)	(2)
TOTAL	46,919	36,762	(8,024)	(2,133)

Update on Headline/ High Value Schemes

Education

- Within the 21st Century Schools Band A Programme, three of the original six project streams remain ongoing. Currently, planning assumes that all Band A projects will be completed in 2018/19: The final works include the rebuild of Caerleon Lodge Hill Primary, the expansion of Maes Ebbw Special School as part of the Special Education Needs provision and Ysgol Gyfun Gwent Is Coed (YGGIC)/ John Frost School. All works are complete in relation to the Nursery provision, Demountable replacement and the Welsh-medium Primary programmes. Works continue to progress with the YGGIC/ John Frost School project on schedule with the buildings due to be handed over in March 2018.

- Following the delays experienced due to the increased costs, the contraction works commenced at the Caerleon Lodge Hill Primary rebuild project in November 2017. Preparation works to the new location is underway while the site is also being secured. Major construction works will commence in January 2018. The school building is expected to be available for handover in October 2018 which will allow for the relocation works to take place during the half term break. The demolition of the junior building and landscaping works are expected to be completed by March 2019. Following a value engineering exercise the final business case element will be submitted to Welsh Government in January 2018 for consideration. The business case will be seeking a contribution towards the increased costs which will reduce the burden for NCC.
- Following the opening of Newport's first ASD School, Ysgol Bryn Derw, which opened in September 2017 focus now moves to the final design and tender works for the proposed 7 classroom extension at Maes Ebbw Special School. Construction works are expected to commence in the summer of 2018 with a completion date expected in the Spring of 2019. The final element of the business case will be completed in the spring of 2018 once the tendering exercise has been completed.
- The Demountable Replacement Programme has been completed but minor works are ongoing at Langstone Primary and Pentrepoeth Primary which is expected to be completed in early January 2018 at the latest. The nursery in Pentrepoeth Primary School will open to pupils on January 11th 2018.

Regeneration, Investment and Housing

- The Gypsy/Traveller Site development has a total budget remaining in 2017/18 of £2,723 which was expected to be fully spent in 2017/18. Of the £2,723k budget, £1.5m is Welsh Government grant funding, Newport City Council is currently forecasting a further drawdown of £528k from the grant funding prior to the end of this financial year. This means that a significant portion of the grant will be unspent, the balance will be subject to a new bid, which is not guaranteed and if unsuccessful the remaining costs could fall to the Council. The contractor is due to start on site in February 2018 and will commence work on the cut and fill, as well as starting work on the provision of the utilities, and the foundations for plots 1 and 2B which will be the first to be occupied

Currently Newport City Council has, in addition to Welsh Government funding, an allocation of £1.2m of NCC monies within the current capital programme for the project which can be utilised 2017/18 and 2018/19 financial years. It will be essential to complete the development to receive those subsequent Welsh Government funds.

- 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 underspent by £320k. This is due to the fact that additional funding from Welsh Government was made available after the programme for the year was finalised. Officers are now working through the implications of this and will be factored into the programme for 2018/19. The manager has confirmed that full spend next year of the annual budget and any slippage from 2017/18 will be able to be fully spent.
- 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, although this needs to be closely managed by Newport City Council Officers.

People and Business Change

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

- The significant underspend within People and Business Change is the Change and Efficiency programme due to there being no call on the budget within the 2017/18 programme.

Law and Regulation

- CCTV Monitoring Service – this scheme has completed, small underspend has been forecasted.

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 has now happened and the scheme is now complete.

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. Programme is almost completed.
- 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 21st Century Schools Programme as per current Cabinet policy, with a current balance of £11m available as at the end of November 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 £184k 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	8,496,494	6,384
16 Charles Street		250,000			
Cot Farm Circle		390,000			
Land at Corporation Road		100,000			
Oliphant Circle Garages		30,000			
Baneswell Nursery		100,000			
Land at Pill County Primary		16,000			
TOTAL NCC RECEIPTS	10,132,291	886,000	11,018,291	8,496,494	6,384

- 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				
- National Cyber Academy			(300,000)	(300,000)
- Contribution to 123/129 Commercial Street			(300,000)	(300,000)
- Info Station contribution to Cardiff University			(575,000)	(575,000)
TOTAL NU RECEIPTS	1,609,376	1,000,000	(1,175,000)	1,434,376

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 issues are now being dealt with through a specific programme allocation.	Corporate Directors / Heads of Service / Head of Finance

* 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: 14th December 2017

APPENDIX A – Capital Expenditure as at November 2017

SCHEME	BUDGET 2017/18	ACTUAL 2017/18	FORECAST OUTTURN	NOTIONAL CHARGE	TOTAL VARIANCE	SLIPPAGE	(UNDER)/ OVER SPEND	COMMENT
EDUCATION								
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	136	174		0	0	0	Waiting for final account, expecting some underspend to be utilised in 18/19
21C Schools - School Reorganisation - Lodge Hill New Build	3,853	458	1,000		(2,853)	(2,853)	0	Costings finalised, scheme progressing, slippage expected due to delays and completion due in 18/19
21C Schools - Ysgol Gyfun Gwent Is Coed / John Frost School	13,751	11,610	13,000		(751)	(751)	0	Main Construction to be completed in 17/18, FFE due to be purchased in 18/19
21st Century Schools - Special Sector Maes Ebbw	1,650	93	400		(1,250)	(1,250)	0	Scheme commenced, tendering to take place in April
21st Century Schools - Replacement of Demountable	2,376	1,539	2,275		(101)	0	(101)	Projects completing soon, underspend anticipated.
John Frost School - Additional Funding	3,978	290	3,978		0	0	0	Works ongoing as part of main project above.
Jubilee Park Primary FF&E	385	164	355		(30)	(30)	0	Majority spent in 17/18 It works to be done in 18/19 so anticipating 30k slippage
Bassaleg High School - CCTV	50	50	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
Llisbury High IT Replacement	62	62	62		0	0	0	Fully Spent
St Julians High Building Improvements	145	0	145		0	0	0	New Scheme, Toilet refurbishment full spend expected
Glan Llyn FF&E Works	50	0	0		(50)	(50)	0	FFE budget small amount needed this FY, majority to be

								spent when school opens in 18/19
ST Gabriels	25	0	25		0	0	0	New Scheme - funded by school
St Woolos	11	0	11		0	0	0	New Scheme - funded by school
Maesglas	6	0	6		0	0	0	New Scheme - funded by school
Pentrepoeth	74	0	74		0	0	0	New Scheme - funded by school
School Asset Improvements	565	0	643		78	78	0	New scheme. Full Spend expected.
Prior Year Scheme Accruals	0	9	153		153	0	153	Prior year retentions waiting to be paid, overspend forecast relates to fitout of Ysgol Bryn Derw.
Subtotal Education	27,722	14,837	22,918	0	(4,804)	(4,856)	52	
REGENERATION, INVESTMENT & HOUSING								
Gypsy/ Traveller Site Development	2,724	(39)	600		(2,124)	(2,124)	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	610	1,249		(320)	(320)	0	Scheme progressing as planned, anticipated underspend
ENABLE Adaptations Grant	187	78	187		0	0	0	Scheme progressing as planned.
HLF Market Arcade	181	84	181		0	0	0	Scheme progressing as planned, requested delivery stage to be extended
Asset Management	1,504	0	1,504		0	0	0	Scheme progressing as planned, full spend expected
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	3	236		40	40	0	Potential additional funding of £39k available

Central Library Structural Safety Works	679	7	16		(663)	(663)	0	Only scaffolding costs, further progress unlikely this year.
Indoor Market Facilities Improvements	50	0	5		-45	(45)	0	Scheme delayed
Civic Centre / Info Station Service Relocations	1,500	148	1,500		0	0	0	Scheme progressing
Info Station NSA Enabling	575	0	575		0	0	0	Scheme progressing
123-129 Commercial Street (Pobol Regen)	1,246	0	1,246		0	0	0	Scheme progressing
National Cyber Academy (WG)	300	300	300		0	0	0	Spend complete.
Replacement of Council Chamber audio system.	68	0	68		0	0	0	Scheme Progressing
Prior Year Scheme Accruals	0	(636)	0		0	0	0	Prior year retentions waiting to be paid.
Subtotal Regeneration, Investment & Housing	10,865	696	7,828	0	(3,037)	(3,112)	75	
PEOPLE & BUSINESS CHANGE								
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	Project dependant on post being filled.
Members IT Refresh	44	39	39		(5)	0	(5)	Scheme complete - £5k underspend confirmed.
Implementation of HR Self Serve	85	0	25		(60)	0	(60)	Underspend forecast.
Amount Reserved for Change & Efficiency Programme	2,200	0	0		(2,200)	0	(2,200)	Schemes yet to be identified.
Subtotal People & Business Change	2,777	59	512	210	(2,265)	0	(2,265)	
LAW AND REGULATION								
CCTV - 24/7 Team - Development of CCTV Monitoring Service	6	3	6		0	0	0	Scheme complete, final costs to be paid.
Subtotal Law & Regulation	6	3	6	0	0	0	0	

ADULT & COMMUNITY SERVICES								
Telecare Service Equipment	30	4	15		(15)	(15)	0	Change in supplier has delayed the service causing slippage
Appliance/Equipment for Disabled	165	165	165		0	0	0	Scheme complete.
ICF Centrica Lodge Improvements	337	0	337		0	0	0	Scheme progressing
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.
Subtotal Adult & Community Services	826	176	818	0	(8)	-15	7	
CHILDREN & YOUNG PEOPLE SERVICES								
C + YP Looked After Caravan	26	26	26		0	0	0	Scheme Complete.
	26	26	26	0	0	0	0	
STREETSCENE & CITY SERVICES								
Fleet Replacement Programme	2,077	1,670	2,077		0	0	0	Annual allocation 17/18 - full spend forecast.
Waste Disposal Site Finishing & Development Works	5	70	70		65	0	65	Scheme substantially complete.
Bus Station - City Centre Redevelopment	297	88	230		(67)	0	(67)	Works nearing completion, potential underspend.
Flood Risk Regulation Grant	26	25	35		9	9	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	113	470		(30)	(30)	0	Annual allocation, ongoing.
Llisbury Recreation Ground	188	7	187		(1)	(1)	0	Scheme ongoing.

Changing Rooms								
Maplewood Play Area	41	41	41		0	0	0	Scheme Complete.S106 monies
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	6	184		0	0	0	Scheme ongoing.
Local Transport Fund 2017/18	1,049	59	1,049		0	0	0	Full spend expected.
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	Scheme ongoing.
Prior Year Scheme Accruals	0	(15)	0		0	0	0	Prior year retentions waiting to be paid.
Sub total StreetScene & City Services	4,697	2,068	4,654	0	(43)	(41)	(2)	
TOTAL COST OF PROGRAMME	46,919	17,866	36,762	210	(10,157)	(8,024)	(2,133)	

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Report

Cabinet

Part 1

Date: 8th November 2017

Item No:

Subject Improvement Objectives 16-18 Update for Quarter 2 (July - September 2017)

Purpose To Update the Cabinet on the council's progress against the Improvement Objectives set out in the Improvement Plan 2016-18 and their relationship with the Well-being Objectives.

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

Ward All

Summary

- In April 2016 full Council approved eight Improvement Objectives for 2016-18. This is part of our duty under the Local Government measure 2009.
- Details of the eight objectives are included below for information.
- The objectives have been chosen through consultation and represent areas that the citizens of Newport want the council to focus on.
- The council is also subject to the Well-being of Future Generations Act (Wales) 2015, which states that well-being objectives must be set that maximise our contribution to the Well-being Goals for Wales.
- The Improvement Objectives align with and contribute to the achievement of the Well-being Objectives which were agreed by Cabinet in March 2017.
- The council provides many other services in addition to the work focused on in this report, the objectives reported here are a snapshot of how the council is focusing its efforts on improvement.
- This report summarises progress towards delivering the actions set out in the improvement plan and the performance measures that support those actions in 17/18.

- The overall assessment of progress towards achieving the Improvement Objectives is classed as 'Green – Good.' The council continues to meet its obligation to demonstrate continuous improvement.
- IP6 Ensuring the best educational outcomes for children is rated as 'green star – excellent'.
- IP8 Improving outcomes for youth justice is rated as 'amber – acceptable' all other objectives are rated as 'green – good'.

Proposal **Cabinet is asked to:**

- Note the progress made during the second quarter of 2017/18 regarding key actions and measures
- To agree that corrective action be taken to address areas of underperformance

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

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

Signed

Background

In April 2016 full Council approved eight Improvement Objectives for 2016-18. This is part of our duty under the Local Government measure 2009. The objectives have been chosen through consultation and represent areas that the citizens of Newport want the council to focus on. The Council is also subject to the Well-being of Future Generations Act (Wales) 2015, and published well-being objectives in 31st March 2017 to maximise its contribution to the Well-being Goals for Wales.

Advice received from the Welsh Local Government Association states that; “The Welsh Government and the Future Generations Commissioner have made it clear that duties under the Well-being of Future Generations (Wales) Act 2015 should not be treated as separate from any objectives that guide and steer the actions and decisions of organisations. In addition, they have also set out that planning and reporting processes should be aligned and integrated. As the Local Government (Wales) Measure 2009 states, Improvement Objectives need to reflect the key strategic priorities of authorities and to all intents and purposes, well-being objectives and improvement objectives can be treated as one and the same. Therefore, by integrating processes for setting and reporting on these key objectives, authorities can discharge their duties under both areas of legislation”

The council is required to report on its progress against the Improvement Plan by 31st October each year. The council should also report on its first year progress against its well-being objectives by 31st October 2018 (but not later than March 2019). The two can be an integrated report.

There is alignment between the improvement objectives and the newly required well-being objectives and this report links the two. In future Cabinet will receive updates on progress against the wellbeing objectives and this report represents a step towards that.

Links between improvement and wellbeing objectives

The eight Improvement Objectives 2016-18 align with the four Well-being Objectives as below:

Well-being Objective: To improve skills, educational and employment opportunities

IP Objective 4: City Regeneration and Development

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

IP Objective 5: Supporting young people into education, employment or training

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

IP Objective 6: Ensuring the best educational outcomes for children

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

Well-being Objective: To promote economic growth and regeneration whilst protecting the environment

IP Objective 4: City Regeneration and Development

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

IP Objective 7: Increasing recycling

To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented. The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrd. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

Well-being Objective: To enable people to be healthy, independent and resilient

IP Objective 1: Improving independent living for older people

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

IP Objective 2: Ensuring people have the right social services to meet their needs

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

Well-being Objective: To build cohesive and sustainable communities

IP Objective 3: Ensuring people have access to suitable accommodation

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

IP Objective 4: City Regeneration and Development

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

IP Objective 8: Improving outcomes for youth justice

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





Monitoring and Evaluating Progress



















Progress towards Improvement Objectives

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

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

Progress made against these objectives also contributes to the achievement of the Well-being Objectives.

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

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

Financial Summary

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

Risks

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

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

Links to Council Policies and Priorities

This report directly links with all of the council's priorities identified in the Corporate Plan and the Improvement Plan 2016-18.

As outlined in the report there is also a link to the Well-being Objectives agreed in March 2017, these form part of the new Corporate Plan and Improvement Plan from 2017 onwards.

Options Available and considered

1. To accept the quarterly progress update of the Improvement Plan and challenge areas of poor performance or
2. Not to accept the quarterly progress update of the Improvement Plan or to ask for further information

Preferred Option and Why

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

Comments of Chief Financial Officer

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

Comments of Monitoring Officer

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

Comments of Head of People and Business Change

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

This report helps the council to monitor its progress in meeting its duty to demonstrate continuous improvement under the Local Measure 2009. However the council also has duties under the Well-being of Future Generations Act and published Well-being Objectives in March 2017.

The Improvement Objectives demonstrate the council's commitment to improving the lives of citizens. They also contribute to the council's well-being objectives which form the basis of the Corporate Plan 2017. Ultimately they will add value to the council's contribution to the Well-being Goals for Wales, ensuring that the needs of current generations are met without compromising the ability to meet the needs of future generations.

The council is required to report on its progress against the Improvement Plan by 31st October each year. The council should also report on its first year progress against its well-being objectives by 31st October 2018 (but not later than March 2019). The two can be an integrated 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

No local issues.

Scrutiny Committees

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

Equalities Impact Assessment and the Equalities Act 2010

An EIA was completed for the Improvement Plan 2016/17

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, there has been extensive consultation in the last year about well-being priorities, which will be considered in the development of the new corporate plan 2017 onwards.

Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.

The Improvement Plan objectives align with the well-being objectives and the well-being goals.

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

Crime and Disorder Act 1998

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

Consultation

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

Background Papers





Council Report "Corporate Plan 2012-2017" (25/09/12)
Cabinet Report: Improvement Plan Priorities 2016-18
Street Scene, Regeneration and Safety Scrutiny Committee, Draft Improvement Plan 2016-18
Community Planning and Development Scrutiny, Draft Improvement Plan 2016-18
Learning, Caring and Leisure Scrutiny Committee, Draft Improvement Plan 2016-18
Performance Board, Draft Improvement Plan 2016-18
Cabinet Report: Improvement Plan 2016-18
Cabinet Report: Improvement Plan Quarter 1 Update (17/09/16)
Cabinet Report: Improvement Plan Quarter 2 Update (01/12/16)
Council Report: Improvement Plan Review for 2017-18 (23/01/17)
Cabinet Report: Improvement Plan Quarter 3 Update (20/03/17)
Cabinet Report: Improvement Plan Quarter 4 Update (14/06/17)
Cabinet Report: Annual Review of the Improvement Plan 2016-17 (13/09/17)
Cabinet Report: Improvement Plan Quarter 1 Update (18/10/17)

Dated: November 2017






Appendix 1

Progress towards Improvement Objectives




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

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

Key for measure RAG status

-  Green star - on target
-  Amber circle - slightly short of target (15% tolerance)
-  Red triangle - off target (over 15% away)
-  Data missing/ not available
-  No target set

Direction of Travel - DoT

-  Green tick - performance has improved
 -  Red cross - performance has declined
 -  → performance remains the same
- up arrows indicate that high values are better
down arrows indicate low values are better

Well-being Objective: To enable people to be healthy, independent and resilient

IP1 Improving independent living for older people

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

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green - Good	★	In 2017/18 this is made up of 4 measures, 1 relates to OT assessments, 2 relate to reablement and a local measure for adults over 75 requesting advice and assistance once in a 6 month period. 3 of these are annual measures so won't be reported until 31st March 2018.

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

Measures

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
CCAS/L/026 OT Assessments & Reviews % (IP1) (M)	?	85.0%	★	88.9%	?	?	?!	

Annual Measures

Annual measures are included for information, these will be populated in quarter 4

	▲ Target 2017/18	Actual 2016/17	Wales Average (YTD)
ACS/20b reablement no package of care and support (A) (SSPM, IP1)	40.0%	77.8%	?
ACS/23b Adults who have received advice and assistance no repeat contact (aged over 75) (SSPM, IP1)	50.0%	40.3%	?
ACS/20a reablement reduced package of care and support (A) (SSPM, IP1)	65.0%	40.0%	?

Actions

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

Sep 2017			
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 1.1 To deliver an integrated assessment process for older people	☆	Newport has achieved a 92% compliance rate with the existence of a new Act compliant Care & Support plan	Newport continues to work regionally with the Welsh Government to develop a new outcomes reporting framework. Since the inception of the Social Services & Well Being Act the annual reporting framework has been evaluated and Welsh Government agree that changes are required to make it more meaningful. A new set of measures will be developed for implementation in 2019/20.
<input checked="" type="checkbox"/> IP 1.2 To roll out the integrated pathway for older people	☆		<p>The Strategy & Partnership Manager will take over responsibility for managing the interface between Health and Social Services in relation to the Older Persons Pathway as part of the Care Closer to Home workstream.</p> <p>Work will continue to develop the pathway as part of the wider preventions agenda.</p>
<input checked="" type="checkbox"/> IP 1.3 Restructure the operational adult social services teams on the NCN footprints.	☆	NCN restructure is complete	Workflow processes continue to develop in conjunction with the implementation of the new WCCIS data capture system

Well-being Objective: To enable people to be healthy, independent and resilient

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

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

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green - Good	★	<p>Adult Protection which is currently 98.2% for quarter 2 against a target of 90% therefore demonstrating strong performance.</p> <p>DTOC is currently 2.8 against a target of 1.75 (low values are good)</p> <p>There are several factors that have impacted on DTOC and can be attributed to the increase this quarter: ability to respond to the volume of referrals within the hospital team and to have a robust workflow pathway has impacted on Social Work capacity. This has resulted in delays in allocation of cases.</p> <p>The fluctuating domiciliary market has meant that over the recent months key provider agencies have closed. The impact therefore is that the existing agencies have had to absorb ongoing cases which reduces their capacity to take on new cases. This has resulted in delays to individuals being discharged with home care more quickly.</p> <p>There have been some challenges with getting residential providers to respond to requests to assess individuals for placement quickly which has impacted on DTOC.</p> <p>There is a current review of the hospital discharge pathway to address some of the workflow issues to release capacity to manage what is Social Services work. We are also working with our commissioning and contracts team to see how we can improve access to domiciliary care. The In Reach project is also supporting a more streamlined approach to manage hospital discharge cases.</p>

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Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
ACS/18 The percentage of adult protection enquiries completed within 7 days (SSPM, IP2) (M)	98.2%	90.0%	★	96.9%	✓	80.1%	★	
ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)	2.80	1.75	▲	0.94	✗	1.40	▲	
ACS/L/24 Number of assessments of need for support for carers (IP2) (Q)	94.00	45.00	★	63.00	✓	?	!	
CCAS/L/027 Number of integrated assessments completed per month (IP2) (M)	599	300	★	763	✗	?	!	

Actions

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

	Sep 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 2.1 Establish the pathway for adult social services across health and social care</p>	<p>▲</p>	<p>New risks to the project, not present in the original scope have been identified within the technical workstream. These risks could negatively impact the implementation deadline and have been caused by the early and unexpected termination of the South East Wales Consortium (SEWC). The SRS are assessing the technical gap to inform the resources that will be needed to ensure successful implementation of the project.</p> <p>SEWC was in essence a data conversion team, assisting all local authorities with data migration from their existing systems to WCCIS. This team was always going to be dispersed, but movement by staff made early termination inevitable. In order to mitigate the risk posed by the early termination of SEWC, NCC has obtained the services of 1 member of the conversion team and the go live date for WCCIS have been pushed back from November 2017 to March 2018.</p> <p>Other project workstreams are progressing well - system build/training/communications are on target but the technical risks will impact these areas of work. For example, if the technical issues are not rectified then the training will need to be re-scheduled and could result in a reduction in the availability of trainers who have committed to current timescales.</p>	<p>The project team are working collaboratively to secure additional resource to mitigate the risks created by the early termination of the Consortium. Discussions have taken place with ABUHB, Caerphilly CBC and RCT to identify opportunities to share resources.</p>
<p>✓ IP 2.2 Restructure the operational adult social services teams.</p>	<p>★</p>	<p>NCN based teams are now well established.</p>	<p>Completed - Ongoing monitoring of demand and capacity</p>

	Sep 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 2.3 Develop and implement the integrated assessment tools</p>	<p>★</p>	<p>93% of adults are now in receipt of a new Act compliant Care & Support Plan (CASP)</p>	<p>ECO continues to operate on a weekly basis and monitors the equality, consistency and outcomes of assessments and service allocations.</p> <p>There is ongoing dialogue with the Welsh Government to determine a revised set of PIs and outcome framework for 2018/19. Regional meetings have taken place and more are scheduled during the 3rd quarter of 2017/18</p>
<p>✓ IP 2.4 Review and recommission services as necessary</p>	<p>★</p>	<p>During this quarter the managed banking service for the Direct Payments service has been re-tendered and 5 bids were received. The Independent Living Service (ILS) framework has also been established and a range of providers offering better choice for citizens is in place. The Circles day service that was due to be re-commissioned as a separate lot of the ILS tender will end as the venue costs substantially increased during the tender process and no bidder was able to offer a viable alternative.. The attendees of this service can be successfully transferred to the ILS with better options and choice for their future day service provision.</p> <p>The Regional drug and alcohol specification has been developed in collaboration with partner Authorities and the tender will be published in the next quarter.</p> <p>The Regional work around pooled budgets is ongoing with work focussed around establishing a common approach to fee negotiations, contract monitoring and contract documentation. A finance workstream is developing a shadow budget system which will allow partner spend to be recorded and tracked.</p>	<p>The Direct Payments managed banking service contract will be awarded and an implementation date agreed.</p> <p>The Independent Living Service Framework will be implemented and new brokering arrangements agreed.</p> <p>The regional drug and alcohol framework will be awarded in quarter 3.</p> <p>This quarter requires service planning in relation to winter pressures including communications with providers to clarify capacity and discussions with social work teams to keep them informed of market pressures.</p> <p>Planning for 2018/19 fee negotiations in line with projected budgets and demands.</p> <p>Continued engagement in regional and national workstreams in relation to pooled budgets.</p>

		Sep 2017	
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 2.5 Review and develop our systems and processes</p>	<p>▲</p>	<p>Additional resources have been identified from adults and children's services to assist with the WCCIS project and the system build and business processes continue to develop in line with project timescales</p> <p>Newport continues to engage regionally and nationally with Local Authorities and Health. Newport reps attended the first Regional Implementation Board hosted by ABUHB in September.</p>	<p>New risks to the WCCIS project have emerged due to the early termination of the South East Wales Consortium who were offering technical support to the project. The project team are in the process of identifying and securing additional resource and working with partners including Local Authorities, ABUHB and SRS</p>
<p>✓ IP 2.6 Undertake a Questionnaire of people who have a care and support plan</p>	<p>★</p>	<p>Welsh Government have confirmed that all Local Authorities must distribute the same questionnaire this year to adults and children with a care and support plan, carers and parents.</p> <p>Due to lobbying by all the Welsh Authorities, the Welsh Government have conceded that the timeframe and methodology can be modified to enable better co-ordination and maximise opportunities for citizens to submit responses.</p> <p>The questionnaires are being sent out to adults, an online version will be available and children will be surveyed in a variety of ways i.e. social workers conducting reviews and Independent Reviewing Officers for Looked After Children</p>	<p>Questionnaires to be distributed by post, to staff and online. The deadline for submission is the end of February</p>

Well-being Objective: To build cohesive and sustainable communities

IP3 Ensuring people have access to suitable accommodation

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

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green - Good	★	<p>Installation of DFG adaptations is performing very well against target, but recommendations and changes following a service review may result in some changes to the service and potential increase in average days.</p> <p>Significant change in the prevention rate from last quarter of 39% to 61% this quarter with an overall 51% against target.</p> <p>Further work needs to be undertaken in an attempt to reduce the average number of days taken to deliver non-DFG minor adaptations using the Newport Care & Repair Agency; this underachievement against target is due to additional Enable grant funding from Welsh Government in the financial year 2017/18.</p> <p>The target of 2% was derived from the level of intervention undertaken last year, although this year to date has seen a very small level of interaction from property owners, much lower than the service has received in previous timescales.</p>

Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	▲ Perf. v Wales Average (YTD)	Period Performance
PAM/015a (PSR/002) Adapt'ns DFG days delivery avg. (HY) (PAM, IP3, SP)	177	238	★	184	✓	224	★	<ul style="list-style-type: none"> The target figure (238 days) was based on the previous three years of actual averages; an excellent performance at Q2 (177 days) reflects the ongoing development and implementation of processes targeted at reducing waiting times. However a number of factors, which must be borne in mind, are influencing this approach, most notably the NCC internal and WAO external audit recommendations that have proposed some changes to service delivery. The impact on the overall performance is yet to be quantified. Similarly, there is a Business Improvement review due to conclude within weeks and again the recommendations and changes to service process and delivery could impact upon the average outcome for the year. This said, the ambition and mission for the team is to ensure a sustainable and consistent service.
PAM/012 (RIH/L/044) The percentage of households for whom homelessness was prevented (Q) (PAM, IP3)	51%	50%	★	50%	✓	?	!	<ul style="list-style-type: none"> Quarter 2 has shown an improvement in performance with the prevention rate increasing to 61%, bringing the overall performance on target. This reflects the trends seen and that there has been greater success during the quarter with cases presenting with a potential homelessness issue. Coupled with this there has been a higher level of engagement with individuals presenting with a potential homelessness issue.
PAM/014 Number of new homes created as a result of bringing empty properties back into use (HY) (PAM)	16	16	●		»	?	!	<ul style="list-style-type: none"> Several projects supported by housing loans have been completed so far this year, converting disused commercial space to affordable homes.
PAM/015b (PSR/006) Ave days non-DFG minor adapt'ns (HY) (IP3)	22	19	▲	18	✗	?	!	<ul style="list-style-type: none"> Non-DFG (minor) adaptations are delivered predominantly by Newport Care & Repair. This year, the Council's allocation of Enable funding (£186,000) is delivering a range of additional minor adaptation initiatives, many of which are being managed by Care & Repair. Whilst the Council has welcomed this supplementary funding, the delivery of these initiatives will inevitably impact upon overall delivery times and contractor saturation. Indeed, Newport Care & Repair report similar feedback from neighbouring Care & Repair agencies.
RIH/L/043 No. people approaching authority for housing advice and assistance (Q) (IP3b)	929	1,200	★	1,178	✓	?	!	<ul style="list-style-type: none"> The number of presentations remains consistent with the previous quarter and reflects the continued high level of presentations being made. This measure is demand led and there is little influence that the Council can have on the number of presentations being made as this is linked quite clearly to several external factors.

Annual Measures

Annual measures are included for information, these will be populated in quarter 4

	Target 2017/18	Actual 2016/17	Wales Average (YTD)
PLA/006 (N) Planning affordable housing units #	75	183	?

Actions

Key for Actions

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

	Sep 2017		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use	●	<p>The creation of new homes from empty properties is on target but there is a lack of capacity to intervene in empty private homes, so that performance on PAM/014 will be minimal this year.</p> <p>The first affordable housing development of 2017/18 has been completed in Beechwood, providing 17 homes for the over-55's.</p>	Overall, 75 affordable homes are due to be completed during this financial year
<input checked="" type="checkbox"/> IP 3.2 To minimise the waiting times for major and minor adaptations	●	<p>This Q2 update confirms that waiting times are continuing to improve; this is a result of the ongoing development and implementation of processes specifically targeted at reducing waiting times. It is anticipated that gains realised through the recent implementation of a more streamlined tendering process will be extended once an 'e-tendering' system can be implemented.</p>	Implementation of process changes recommended as a result of the Business Improvement Team review which is due to be finalised over the coming weeks; introduction of a revised PSH Approved List of Contractors; introduction of e-tendering; development and implementation of a Private Sector Adaptations Policy.
<input checked="" type="checkbox"/> IP 3.3 To prevent people becoming homeless whenever we can	★	<p>The improved performance during Q2 has brought the overall target around homeless prevention back to the target figure of 50%. Service demands however remain high but additional investment has been secured from Welsh Government to provide greater incentives to private sector landlords which has the potential to assist in sustaining the improved performance around homeless prevention.</p>	Other services are being developed but the impact of these may not be seen until quarter 4 or possibly into the next financial year.

Well-being Objective: To improve skills, educational outcomes and employment opportunities
 To promote economic growth and regeneration whilst protecting the environment
 To build cohesive and sustainable communities

IP4 City Regeneration and Development

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

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green - Good	★	The Development and Regeneration Team continue to deal with a number of large and complex development proposals and regeneration schemes such as the Former Whiteheads site and 123-129 Commercial Street. Such projects are challenging and intensive and it is envisaged that the type and scale of development being encouraged and supported will continue apace for the rest of the year as we are developing the new City Centre Master Plan.

Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
RIH/L/053 Value of business support grants awarded (Q) (IP4)	£19,148	£10,375	☆		▶	n/a	+	
RIH/L/054 Number of businesses supported (Q) (IP4)	131	119	☆		▶	n/a	+	
RIH/L/055 Number of new business start-ups (HY) (IP4)	13	25	▲		▶	n/a	+	<ul style="list-style-type: none"> The Team actively support new start up businesses and financial assistance is available. The Pop Up Business School event took place at the beginning of September and we are awaiting the outcome report which will confirm how many businesses were created as a result of that initiative. It is therefore expected that the target will be exceeded once the data is received.

Annual Measures

Annual measures are included for information, these will be populated in quarter 4

	Target 2017/18	Actual 2016/17	Wales Average (YTD)
RIH/L/052 Number of jobs created (A) (IP4)	76,603		n/a
RIH/L/056 Housing delivery (all tenures) (A) (IP4)	1,029		n/a
RIH/L/057 Reduction in number of vacant commercial properties in the City Centre (A) (IP4)	145		n/a

Actions

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

	Sep 2017		
	Performance	IP Progress Update	IP Activity Planned
✓ IP 4.1 Secure funding for VVP2	☆	Consultation document on 'Targeted Regeneration Investment Framework' received by NCC August 2017.	NCC submitted a consultation response as part of a collective feedback by Cardiff Capital Region.
✓ IP 4.2 Creation and adoption of the City Centre Master Plan	☆	Project re-started August 2017 following briefing to new Cabinet Members.	Cabinet Workshop October 2017 and consultation with NEN and BID October-November 2017, wider consultation launch at City Summit and adoption by Feb 2018.
✓ IP 4.3 Agree a protocol with Welsh Government for Joint Venture funding	☆	Protocol agreed with Welsh Government.	First project allocations in development.
✓ IP 4.4 Secure stage 2 funding to deliver market arcade regeneration	●	Consultants appointed to develop designs and cost plans. Structural investigations underway.	Completion of draft design by November 2017.
✓ IP 4.5 Develop and invest in Newport website	☆	Proposals submitted to SRS for development.	Website to be implemented Spring 2018.
✓ IP 4.6 Complete a skills audit of the local economy	☆	Wavehill are currently completing fieldwork. They are completing a survey with various organisations to assess needs and gaps in provision, this will form the basis of the Skills Audit.	The initial draft of the audit from Wavehill is expected in the next 4 - 6 weeks.

Well-being Objective: To improve skills, educational outcomes and employment opportunities

IP5 Supporting young people into education, employment or training

Lead Cabinet Member

▪ Cabinet Member for Education and Skills

Lead Officer

▪ Head of Regeneration, Investment and Housing

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green - Good	★	Programmes are on track and we are expecting good performance in the remaining quarters.

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Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
NEET\01 Number of young people accessing children and YP skills project (IP5) (Q)	544	500	★	227	🟢	?	!	
RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (Q) (IP5)	96	77	★	73	🟢	?	!	
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) (IP5)	315	180	★	209	🟢	?	!	
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) (IP5)	23	55	▲	89	🔴	?	!	• We now have started our NEET and Inspire 2 work provisions and seen more 16/17 year olds engaging. In qtr 3 and 4 those engagements should convert to progressions.
RIH/L/050 Number of 18-24 year olds progressing from WBLA to further opportunity (Q) (IP5)	271	85	★	66	🟢	?	!	

Annual Measures

Annual measures are included for information, these will be populated in quarter 4

	Target 2017/18	Actual 2016/17	Wales Average (YTD)
EDU/L/067 (RIH/L/048) % young people recorded as unknown following compulsory education (A) (IP5)	0.50	0.07	?
NEET\09 % 16 - 18 yr olds not in education, employ or training (IP5) (A)	6.0%	4.2%	?
NEET\11 % Young people NEET Year 13 (IP5) (A)	3.0%	2.4%	?
PAM/009 Young people % NEET Year 11 (PAM, IP5) (A)	1.9%	1.7%	?

Actions

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

		Sep 2017		
		Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 5.01 YEPF Co-ordinator providing support</p>	★	<p>All 8 Secondary School visits were completed by the YEPF Coordinator with Key Stage 4 and 5 pupils to identify those young people at risk of no progression. Additional groups were worked with the PRU, YOS Coordinator and the Education LAC Coordinator.</p> <p>Meetings between all Secondary Schools, the YEPF Coordinator, Careers Wales and the College were held to reduce the numbers of young people not in education, employment or training (NEET)</p> <p>Allocation meetings were started with the Youth Service and will continue until October.</p> <p>The 16-18 practitioner group met every 6 weeks whereby all young people are allocated a Lead Worker chaired by the YEPF Coordinator.</p> <p>The Learning Provider Network continued to provide resource to locate young people known as 'unknown' through the 5 tier model.</p> <p>A Learning Coach forum was established which the YEPF will chair.</p> <p>The Youth Support Services Sufficiency Audit was completed.</p> <p>Allocations for the Inspire to Achieve project began with the YEPF chairing these meetings.</p>	<p>Allocation meetings will continue with the Youth Service and home visits will be carried out until 31st October.</p> <p>The YEPF Coordinator will continue to work with all Secondary Schools, Coleg Gwent, Careers Wales, PRU, Social Services and Learning Providers to ensure as many young people as possible have a positive progression. This is for Key Stage 4 and 5.</p> <p>All allocation meetings with the 8 Secondary Schools and the PRU will be completed.</p> <p>The 16-18 practitioner group will continue to be held every 6 weeks whereby all young people are allocated a Lead Worker chaired by the YEPF Coordinator.</p> <p>The Learning Provider Network will continue to provide resource to locate young people known as 'unknown' through the 5 tier model. Through the YEPF Coordinator young people who are in tier 2 who have motivation issues will also be resourced to the Learning Providers where appropriate.</p> <p>The YEPF will meet with all Learning Coaches separately to map ways of working. The Quality Assurance of alternative Education Providers will be coordinated by the YEPF Coordinator and these visits will begin.</p>	

		Sep 2017		
		Performance	IP Progress Update	IP Activity Planned
✓	IP 5.02 Deliver the Families First Children and Young People's Skills Project	★	During this quarter the project has continued to support young people to ensure they remain/return to education, employment and training. The team has worked with 292 young people ensuring that a number of young people at risk of disengagement have been supported during the summer holidays. Many of the young people had very low self-esteem and found it difficult to build relationships with peers. The young people all participated in various team-building activities which in-turn increased their self-esteem and improved their relationships with each other and ensured that their transition to the new academic year was a smooth one.	To continue to support young people on a 1:1 and group work basis throughout the academic year.
✓	IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects	★	During this quarter the Inspire to Achieve team have continued to work with a number of young people that were allocated within the last academic year. The team have concentrated on working with young people to ensure outcomes are achieved and cases closed in preparation for the intake of allocated young people in the new academic year. Inspire to Work Youth Workers have supported and tracked all year 11 leavers over the 6 weeks summer holiday to make sure that they hit their destinations of education, work or employment. Those who have not reached their destination will be supported through 1:1 work which will focus on the issues that are preventing them from moving into employment.	Increasing the number of participants at Risk of becoming NEET gaining qualifications upon leaving. To enrol a further 90 eligible participants onto I2A.
✓	IP 5.04 Communities First NEET engagement project	★	The Programme commenced at the end of quarter 2. 17 young people are engaged on the Traineeship Engagement programme. All learners have successfully completed the Employability qualification and 82% of the cohort have been assessed at entry level for Essential Skills (WEST), which is very alarming. Attendance is at 87% for the learners.	In quarter 3 the project is due to finish so we will be undertaking destinations for the learners, currently 10 learners have expressed an interest in progressing to higher level learning. Level 1, 4 young people are seeking employment, and 3 learners we will be extended due to their poor literacy and numeracy.
✓	IP 5.05 Deliver Communities 4 Work programme	★	Quarter 2 seen the project achieve its target against the project main outcomes currently achieving 75% engagement outcome with Priority 1 (25+) and 92% engagement outcome with Priority 3 (16-24yrs) with 83% entering sustainable employment across both priorities.	Within quarter 3 a Regional Stakeholder event will be held where the alignment of CFW and the Employability Grant will be discussed. The continuation and development in strengthening project referrals continues from Communities First, DWP and Careers Wales. Newport CFW team have been selected to pilot two project in partnership with Careers Wales - a college leaver exercise and 25+ guidance workshops.

		Sep 2017		
		Performance	IP Progress Update	IP Activity Planned
✓	IP 5.06 Direct work with Careers Wales	★	<p>Direct work is carried out with Careers Wales to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16-17 year old people learning opportunities to enable them to re-engage into education, employment and training opportunities. The YEPF Officer is in place for data analysis. Data analysis is carried out and reported on for all young people in the 5 tier model.</p> <p>The YEPF Coordinator and YEPF Officer coordinate the Destination information for the schools regarding their 2017 leavers</p>	<p>This work will continue and funding is in place for the YEPF Officer.</p> <p>The YEPF Coordinator and YEPF Officer will continue to with on the destinations survey with all partners until January 31st 2018.</p>
✓	IP 5.07 Working with providers of education	★	<p>This is maintained through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>The YEPF Coordinator has continued to work with all providers of education to ensure the progression of as many young people in Key Stage 4 and 5 is achieved.</p> <p>Summer schools were provided by the Learning Providers to ensure successful transition of 2017 school leavers.</p>	<p>This will be continued through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>Continued work with all providers of education regarding the 2016 school leavers will finish on January 31st.</p>
✓	IP 5.08 Develop and deliver specific employability programmes	★	<p>The Friars Walk Job Club went ahead and was very successful. Over 2,000 participants attended on the day. 46 employers attended with approximately 300 opportunities available on the day. It has been estimated by partners that approximately 70 individuals secured employment to date, however many employers were recruiting for their Christmas vacancies so recruitment is ongoing.</p>	<p>Through the WBLA we are identifying opportunities for all customer groups, working with employers, developers and internal partners. We are implementing our Community Benefit tool kit to secure opportunities for our most vulnerable customer groups.</p>
✓	IP 5.09 Map provision for young people	★	<p>The YEPF Coordinator worked with Barnardo's and the Youth Support Sufficiency Audit was completed. A Youth 2017 event was held for stakeholders to look at this review and the recommendations. Workshops were held and the findings will be discussed in the Youth Support Services Board.</p>	<p>The Youth Support Services Board will review the findings and recommendations.</p>

Sep 2017			
	Performance	IP Progress Update	IP Activity Planned
<p>IP 5.10 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent</p>	<p>★</p>	<p>6 weekly meetings are carried out with the following groups:</p> <p>16-18 practitioner group Learning Provider Network Tier 1 allocation meetings Curriculum Deputies</p> <p>Additional meetings have been carried out with all Secondary Schools, Coleg Gwent, Careers Wales, Learning Providers, YOS, Youth Service and Social Services regarding young people (Key Stage 4 and 5) not in education, employment or training.</p> <p>The Pre 16 NEET group meets once a term with Senior Management in attendance from all schools. These meetings ensure that young people that are risk of becoming NEET are identified early and support can be put in place.</p> <p>The Learning Coach forum with all schools and the PRU has been established and will meet termly.</p>	<p>Continuation of these meeting.</p> <p>Additional Quality Assurance visits will be carried out with alternative education Providers and the Learning Coaches fro each school and the PRU.</p>
<p>IP 5.11 Ensure there is a focus on the statutory responsibilities</p>	<p>★</p>	<p>The YEPF Coordinator and the Accountable Officer have continued to feedback to the Youth Support Services Board and the Cabinet Member for Education and Skills.</p> <p>The NEET review and the Youth Support Services Sufficiency Audit have been presented to stakeholders and the findings and recommendations discussed.</p> <p>The Youth Support Services Board is still in a period of restructure.</p>	<p>Feedback to the Youth support Services Board members and Cabinet Members will continue.</p> <p>The Youth Support Services will complete the restructure.</p> <p>Decisions will be made regarding the review documents.</p>

Well-being Objective: To improve skills, educational outcomes and employment opportunities

IP6 Ensuring the best educational outcomes for children

Lead Cabinet Member	▪ Cabinet Member for Education and Skills
Lead Officer	▪ Chief Education Officer

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green Star - Excellent	★	All actions for this objective are on track. Performance outcomes for KS4 are not validated at this stage.

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Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
PAM/005 (EDU/004) % pupils achieving the expected CSI outcome at the end of KS3 (PAM, IP6) (A)	84.9%	84.4%	★	83.4%	✓	86.1%	●	

Annual Measures

Annual measures are included for information, these will be populated in quarter 4

	Target 2017/18	Actual 2016/17	Wales Average (YTD)
EDU/010b) (N) Pupils fixed excl'ns secondary days #	1,527	1,607	?
EDU/L/061 Percentage of FSM pupils achieving Level 2 Inclusive (A) (IP6)	36.50	36.33	?
EDU/L/062 Pupils achieving Level 2 Maths (A) (IP6)	66.60	63.73	?
EDU/L/063 Pupils achieving Level 2 English (A) (IP6)	68.35	68.49	?
PAM/006 (EDU/017) Pupils achieving level 2 threshold inc English & Maths % (PAM, IP6) (A)	60.0%	58.4%	58.3%
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.6%	94.5%	95.0%
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.4%	93.3%	93.9%

Actions

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

	Sep 2017		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Ind	★	The LA considered validated Key Stage 3 outcomes across the local authority. The LA worked with the EAS and each secondary school to consider and analyse (unverified) Key Stage 4 data. The LA and EAS have considered impact reports and next steps linked to actions set out within the EAS Business Plan.	Attainment targets for each school will be set in collaboration with the EAS. The school risk register will be updated taking into consideration recent attainment data.
<input checked="" type="checkbox"/> IP 6.2 Improve Primary & Secondary Attendance	★	Education Services has work with Gwent Police to organise truancy sweeps during the academic year 2017/18. Suggested individual school attendance targets for the academic year 2017/18 were developed and shared with schools. Welfare visits for children and young people who are Elective Home Educated were completed during Summer 2017. Results of the annual 'School Attendance Survey' were analysed and used to inform training and support offered during the academic year 2017/18.	The first truancy sweep of the academic year 2017/18 will take place in October 2017 as part of Operation Bang. School Governor training on school attendance will take place in November 2017. The results of the School Attendance Forum will be shared at the Attendance Forum in October. A revised media and communication strategy will be developed and launched to promote school attendance.
<input checked="" type="checkbox"/> IP 6.3 Reduce pupil exclusions	★	A head teacher meeting has included a consultation on the development of a primary school managed move protocol. Half termly internal meetings have taken place to review exclusions and attendance to QA what actions officers are taking to address the issue. Exclusions information has been shared with the EAS and Every Child Group. Regional Exclusion protocol to be finalised and Step 1 /Step 2 process has been drafted in line with the current attendance protocol to address schools with unacceptable levels of exclusion. The PRU exclusions has been monitored monthly by CIA Behaviour and Challenge Adviser.	A primary school managed move protocol will be drafted and provided to schools for consultation. A review of the Learning Development Centre based at St. Julian's Comprehensive will commence during the latter part of the autumn term to ensure that provision is meeting the current need The Principal Educational Psychologist will be overseeing the new way of working within the PRU and half termly meetings of the Inclusion Team will monitor progress

Well-being Objective: To promote economic growth and regeneration whilst protecting the environment

IP7 Increasing recycling

Lead Cabinet Member	▪ Cabinet Member for Streetscene
Lead Officer	▪ Head of Streetscene and City Services

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Green - Good	★	The overall judgement for this objective is Green-Good. Diversion of waste from landfill is over target, we are also comfortably meeting the 58% recycling target and all the planned activities are progressing according to plan. Recycling rate for the HWRC remains an area of concern but the service area is working on long term solutions, as part of the Waste Strategy, that will help improve performance in this area.

Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
PAM/030 (WMT/010 WMT/009b) Municipal waste reused, recycled and composted (PAM, IP7) (Q)	60.91%	58.00%	★	64.19%	▲	63.81%	●	
PAM/031 (WMT/004b) Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)	7.04%	10.00%	★	7.10%	✓	9.50%	★	
STR/L/018 % of municipal waste recycled at the HWRC (IP7) (Q)	56.19%	65.00%	●	59.94%	▲	?	!	

Actions

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

		Sep 2017		
		Performance	IP Progress Update	IP Activity Planned
<p>Page 132</p>	<p>✓ IP 7.1 To improve the recycling services</p>	<p>★</p>	<p>1. Improved recycling collection During Q2 we have continued to monitor the kerbside recycling collections; so far there has been an increase of 2.5% when compared to the same period last year which is good news. Also, during Q2 we have started a rerouting exercise aimed at coping with the high number of new properties in Newport-as it stands, we need to ensure collections are carried out in the most efficient way before we decide to dedicate extra resources, which would come at a cost to the council, to the waste collections. By using specific software we are running through the different options that will allow for our current crews to collect waste and recycling from all properties in Newport. 2. Flats During Q2 we have been gathering weight information from the flats areas to see which areas are low performing and therefore be able to concentrate on them moving forward. Additionally, we having working on a review of the current collection system for flats in the City centre and have managed to secure a dedicated officer to liaise with residents and business in that area on a temporary basis, so we can have a safer a cleaner environment. 3. Waste Strategy The proposal to create to create a Policy review Group that can examine the options presented to prepare the Council's Waste Strategy was presented to the Overview Scrutiny Committee, and as a result a PRG was created and meetings started in September with the aim of examining all the information and come up with recommendations.</p>	<p>1. Improved recycling collections During Q3 we will continue monitoring our recycling collections to see if upward trend in tonnage collected continues. We will also keep working in the rerouting exercise, which is expected to be completed by December 2017. Additionally, we are working on the Christmas campaign, so we can ensure we have all the extra resources needed during this period. As a novelty, this year our crews will be working on Boxing day to avoid having our residents keeping their waste for 2 days longer than usual. 2. Flats During Q3 the trial to increase recycling in the city centre will be designed, including engagement with residents prior to any changes being implemented. Proposal is centred in waste bags collections, coming from those properties that do not have storage capacities for standard bins, and involves offering a recycling option by introducing recycling bags for different materials that will be collected separately and taken to Wastesavers so all the materials can be recycled. 3. Waste Strategy During Q3 meetings with the PRG will continue, with their recommendations report being presented to the Overview Scrutiny Committee in 15/11/2017 for consideration and adoption.</p>
	<p>✓ IP 7.2 To divert all household and trade refuse waste collected by the council</p>	<p>★</p>	<p>Diversion to EfW has continued as planned. Also, the tender for sorting part of the municipal residual waste was awarded and the activity started by mid-August 2017</p>	<p>Diversion of residual waste via EfW and sorting of municipal waste will continue during Q3 as planned.</p>

Well-being Objective: To build cohesive and sustainable communities

IP8 Improving outcomes for youth justice

Lead Cabinet Member	▪ Cabinet Member for Social Services
Lead Officer	▪ Head of Children and Family Services

Overall Judgement

Sep 2017		
Actual	Performance	Comments
Amber - Acceptable	●	<p>The extra workload created following Operation Jewel has continued to be at a high level. If this level maintains it is likely that performance will continue to be challenged without the provision of extra resources.</p> <p>As previously reported, the YOS continues all it can to reduce First Time Entrants and are satisfied it is doing that. Similarly with regards to Employment, Training and Employment (ETE), the YOS is working hard with partners to ensure young people are at least offered the appropriate levels of ETE and to support those young people to improve attendance as we consistently do.</p> <p>The substance misuse figure relate to one child where the target was not met, hence this is distorting the overall performance in this area.</p> <p>The YOS continues to monitor each of these areas and strive for improvement.</p>

Measures

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

	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
YJ/L/13 Number of first time entrants into youth justice system (M) (IP8)	46	39	▲	19	✘	?	!	<ul style="list-style-type: none"> FTE's significantly decreased in Q2 - in line with overall decrease in the number young people coming through the system. 7 of the 15 FTE had previous prevention intervention, whilst the other 8 were too serious to be diverted from Court or Bureau. September we had the overall lowest number of FTE's year to date
YJ/L/14 Number of young people sentenced to custody (M) (IP8)	5	12	★	4	✘	?	!	
YJ/L/18 Out of court disposals % (Q) (IP8h)	20%	30%	★	26%	✔	?	!	
YJ/L/19 % young people who reoffend in 12 months (Q) (IP8i)	52.9%	30.0%	▲	42.2%	✘	?	!	<ul style="list-style-type: none"> Despite the cohort increasing by 4 young people, the number of young people re-offending has increased by 2, hence no real change in the percentage of re-offending. 30% of these children were looked after, hence have very complex needs. One order was unworkable due to the young person's complexities and vulnerabilities. This order was revoked but she subsequently re-offended as an adult. There were a number of young people who refused to engage within this cohort. On a national basis, re-offending rates (albeit that this information based on historic cohorts of 2 years ago) is increasing, with smaller cohorts and more complex and challenging young people. In terms of a national basis, over re-offending rate is in the middle range of all welsh local authorities. The targeted policing Operation Jewel did impact on this re-offending figure.

Actions

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

	Sep 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 8.1 Reduction in first time entrants</p>	<p>▲</p>	<p>First Time Entrants (FTE's) significantly decreased in Q2 - in line with overall decrease in the number young people coming through the system. 7 of the 15 FTE's had previous prevention intervention, whilst the other 8 were too serious to be diverted from Court or Bureau. September we had the overall lowest number of FTE's year to date</p>	<p>Despite a fall in motoring offences, which were significant FTE's in Q1, we are still in discussions with the police around developing a Gwent wide diversion for these offences. This is likely to happen in the new financial year, if at all.</p>
<p>✓ IP 8.2 Reduction in the use of youth custody</p>	<p>☆</p>	<p>Of the 3 young people that went to custody in Q2, two were in relation to breach of alternative to custody programmes, indicating that viable alternatives had been proposed and sentenced by court, but young people failed to engage. This in turn evidences the YOT is robust in it's management of court orders, which in turn, impacts on the YOS credibility in the eyes of the magistrates.</p> <p>The 3rd young person had a custodial sentence. She is a looked after child with a ray of complexities of behaviour. All her offending took place within the care home which was an out of county placement.</p>	<p>Youth Justice Board (YJB) has not confirmed as of yet, what support will be available and when. It is likely that the YJB will focus on risk management as a priority rather than custody as we have a very high proportion of young people assessed as proposing significant harm to others and/or themselves.</p>
<p>✓ IP 8.3 Access to Education, Training and Employment</p>	<p>●</p>	<p>This relates to 2 young people, not in the requisite hours. One of whom, appears within the custody cohort for this quarter also and is a looked after child. All of the provision referenced in Q1 still applies.</p>	<p>The Education, Training and Employment (ETE) working continues to meet on a bi-monthly basis and analyses all those cases where young people do not meet their target of ETE provision. This group reports directly to the YOS Management board.</p>
<p>✓ IP 8.4 Access to timely mental health assessment and treatment</p>	<p>☆</p>	<p>No issues, continue as before</p>	<p>Continue as before</p>
<p>✓ IP 8.5 access to timely assessment and treatment in relation to substance misuse.</p>	<p>●</p>		<p>Since the End of July 2017 a new Substance Misuse Worker (SMW) has been in post, seconded from the NGage Drug and Alcohol Service. Our SMW has been taking referrals since mid August. A total of 13 referrals have been made to the new YOS SMW and all commenced assessments within timescales. 10 of the 13 are currently engaging well with the SMW and there is a current waiting list of 13 referrals. All 10 young people are currently subject to a Tier 2 Intervention.</p>
<p>✓ IP 8.6 Access to appropriate/suitable accommodation</p>	<p>☆</p>	<p>No issues around this indicator. One 17 year old assessed as unsuitable due to living in a domestically violent household, however since order has finished he has moved into supported lodgings which is appropriate to meet his needs.</p>	<p>Continue with current practice</p>

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Report

Cabinet

Part 1

Date: 17 January 2018

Subject Mid-year Performance Analysis 2017/18

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

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

Ward All

Summary

- This report offers the Cabinet an update on the council's performance for September 2017 data (half-yearly update). It incorporates the current position of service plan measures which include the national measures and improvement plan measures. A breakdown of national and improvement plan measures are also included.
- The council continues to meet its obligation to demonstrate continuous improvement in performance and has introduced more challenging targets to drive further improvement.
- This is against a back drop of cuts to council budgets, a growing population and legislative changes and the introduction of some new nationally collected measures.
- Overall performance indicates that 68% of Service Plan measures are meeting or exceeding their targets. Service Plan measures are made up of all local, improvement plan and national measures.
- The council's improvement plan is based on consultation with the public, elected members and employees and focuses on what matters to the public. At the mid-year point the council is on track to achieve the objectives set in the improvement plan.
- The council has published its well-being objectives within its Corporate Plan 2017-22. It should publish its first Well-being Annual Report by October 2018, which can be an integrated report with the Performance Assessment 2017-18. The national measures, improvement plan and service plan measures also demonstrate progress against the steps the council is taking to meet its well-being objectives and will form part of the well-being annual reporting process.

Proposal **The Cabinet are requested to**

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

Action by Strategic Directors, Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Signed

Background

This analysis report provides the mid-year performance position for 2017/18.

This report includes monthly, quarterly and half yearly data as at 30th September 2017. Annual data will be reported at the end of the financial year when it becomes available.

Targets for all measures were set during the service planning process and the following 4 principles were applied;

Targets must:

1. Improve on previous year performance
2. Be set at least at the Welsh average level
3. Be set above quartile 4 levels
4. Where improvement is not viable a robust rationale must be provided to support the proposed target.

This means that performance targets are challenging and aim to improve the overall performance for the council in 2017/18.

Targets are regularly reviewed and a Performance Management Strategy is being developed which details roles and responsibilities, it is hoped that this too will help to maximise performance as the council faces further reductions in finances and an increasing population to provide service to.

There are 127 measures being collected in 2017/18; these are made up of national measures as well as Improvement Plan and locally set measures. Annual measures where data is not yet available have not been included in this analysis, this leaves 82 measures where mid-year data is available.

Overall performance indicates that 68.29% of Service Plan measures, where data is available, are meeting or exceeding their targets. The council continues to meet its obligation to demonstrate continuous improvement in performance. This is against a back drop of cuts to council budgets, more challenging targets and a set of measures which has changed.

The council's improvement plan is based on consultation with the public, elected members and employees and focuses on what matters to the public. 73% of the Improvement Plan measures are meeting or exceeding target, this is an improvement from quarter 1, where 67% of measures were meeting or exceeding target.

There are 47 national measures for 2017/18, in 2016/17 there were 28 measures. National Measures include Public Accountability Measures (PAM's) and Social Services Performance Measures (SSPM's).

Performance of national measures (where data is available) indicates that: 53.57% of these measures have shown improved performance when compared to 2016/17 year end. There is comparable data from 2016/17 for 28 national measures at the mid-year point.

Financial Summary

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

Risks

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

Links to Council Policies and Priorities

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

Options Available and considered

- a) to note the contents of this report, to monitor performance measures with declining performance in conjunction with Heads of Service and to receive an analysis report of year end data.
- b) to reject this report or ask for further information.

Preferred Option and Why

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

Comments of Chief Financial Officer

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

Comments of Monitoring Officer

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

Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. Our key aim is to improve performance across the council with particular focus on the national measures and achievement of the council's well-being Objectives. Overall performance is starting to improve this year; even though more challenging targets have been set.

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

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

Comments of Cabinet Member

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

Local issues

No specific local issues.

Scrutiny Committees

This report will be submitted to Performance Scrutiny Committee – Place and Corporate and Performance Scrutiny Committee – People, comments from these meetings will be shared with Cabinet.

Equalities Impact Assessment and the Equalities Act 2010

Not applicable to this report.

Children and Families (Wales) Measure

Not applicable to this report.

Well-being of Future Generations (Wales) Act 2015

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

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

Background Papers

Newport City Council Improvement Plan 2016-18

Adults Service Plan 16/17

Children & Young People Service Plan 16/17

Education Service Plan 16/17

Regeneration & Investment and Housing Service Plan 16/17

People & Business Change Service Plan 16/17

Streetscene & City Services Service Plan 16/17

Law and Regulation Service Plan 16/17

Cabinet Report: Improvement Plan Quarter 1 2017/18

Cabinet Report: Year End Performance Analysis 2016-17

The above background papers are available to the public.

Dated: January 2018

Appendix 1

Mid-Year Performance Analysis 2017/18

Overall performance against target

There are 127 measures included in the 2017/18 Service Plans; these are made up of national measures as well as Improvement Plan and locally set measures. Data is collected either on a monthly, quarterly, half yearly or annual basis depending on what is appropriate for each individual measure. Annual measures where data is not yet available have not been included in this analysis, this leaves 82 measures where mid-year data is available. Targets for all measures were set during the service planning process and the following 4 principles were applied;

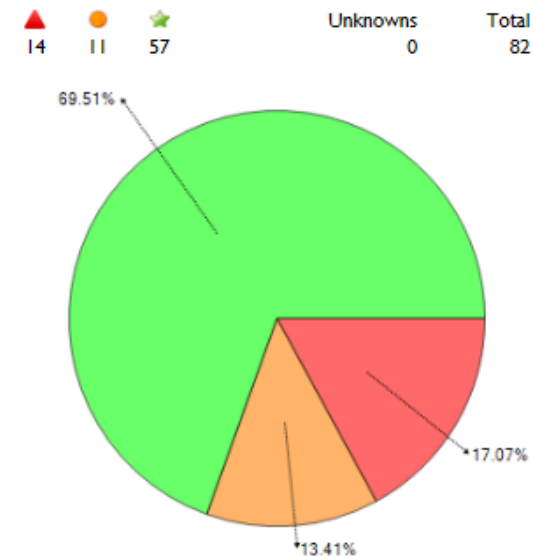
Targets must:

1. Improve on previous year performance
2. Be set at least at the Welsh average level
3. Be set above quartile 4 levels
4. Where improvement is not viable a robust rationale must be provided to support the proposed target.

This has led to more challenging targets which aim to improve the overall performance for the council in 2017/18.

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

Performance Newport City Council
Target % Green: 70%



Improvement Plan 2017/18

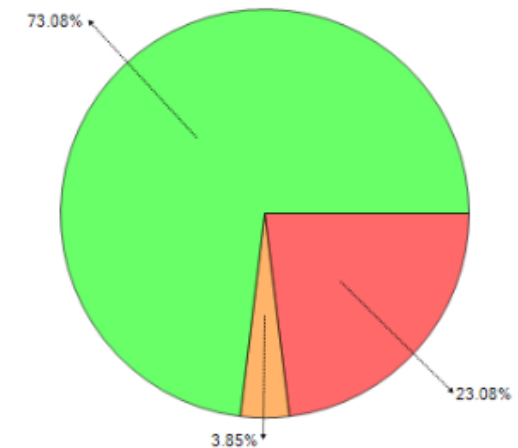
The council's Improvement Plan objectives were set following consultation with the public, elected members and employees, the plan allows the council to focus on the areas that are most important to the people of Newport. The table below shows the performance for each Improvement Plan objective for quarter 2, overall performance for the Improvement Plan is on track and rated as Green – Good.

Improvement Plan

IP1 Improving independent living for older people	Green - Good
IP2 Ensuring people have the right social services to meet their needs	Green - Good
IP3 Ensuring people have access to suitable accommodation	Green - Good
IP4 City Regeneration and Development	Green - Good
IP5 Supporting young people into education, employment or training	Green - Good
IP6 Ensuring the best educational outcomes for children	Green Star - Excellent
IP7 Increasing recycling	Green - Good
IP8 Improving outcomes for youth justice	Amber - Acceptable

Improvement Plan

▲ 6
 ● 1
 ★ 19
 Unknowns 0
 Total 26



There are 47 measures in the Improvement Plan for 2017/18; data for 21 of the measures is not due until later in the year. Performance for the remaining 26 measures is shown in the chart to the right.

N.B. Full details of the improvement plan performance are included in the Improvement Plan Q2 report.

National Measure Performance

Mid-year Performance of Public Accountability Measures (PAM's) and Social Services Performance Measures (SSPM's)

PAM's and SSPM's are referred to as national measures in this report and are set by Welsh Government.

There are 47 national measures for 2017/18, this is made up of 28 PAM's and 25 SSPM's (6 SSPM's are also included in the PAM's data set). At the mid-year point there are 32 national measures with available data, the remaining 15 measures are reported annually and will be available at the end of the financial year.

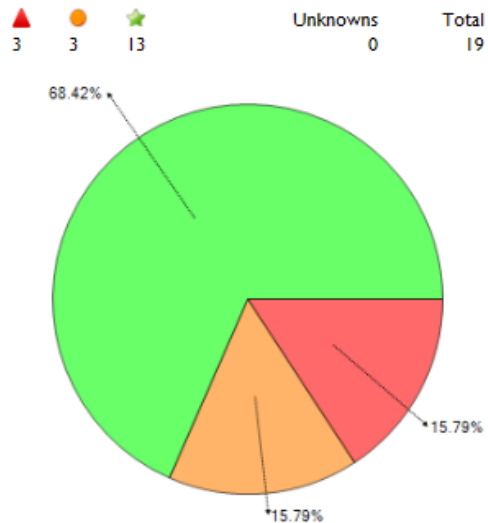
Overall performance for national measures for September 2017 shows that; nearly 72% of measures are meeting or exceeding targets and 68% of measures are improving on last year's performance.

Data correct as at 23rd November 2017.

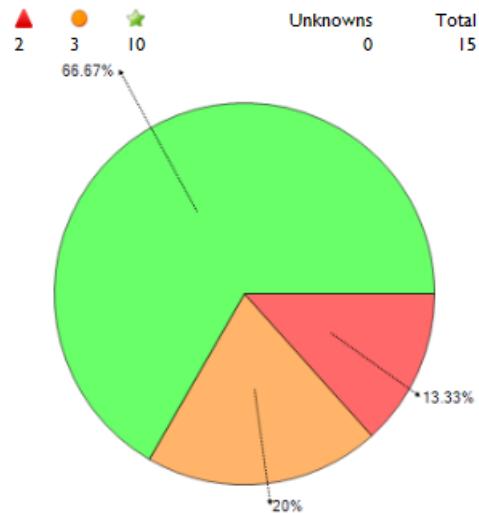
The mid-year analysis of 2017/18 is based on performance data to the end of September 2017.

Public Accountability Measures (PAMs)

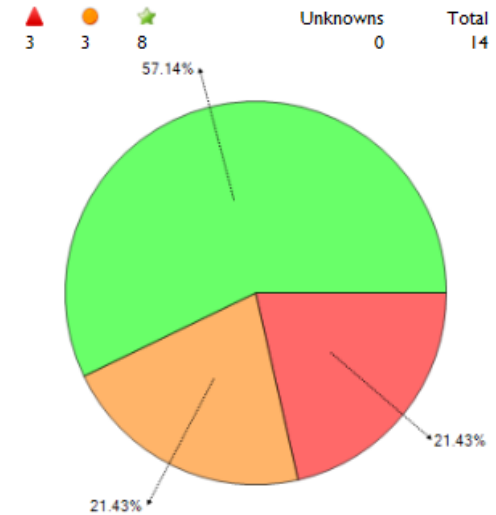
PAM Performance Against Target



PAM Performance Compared to Last Year



PAM Performance Against Wales Average

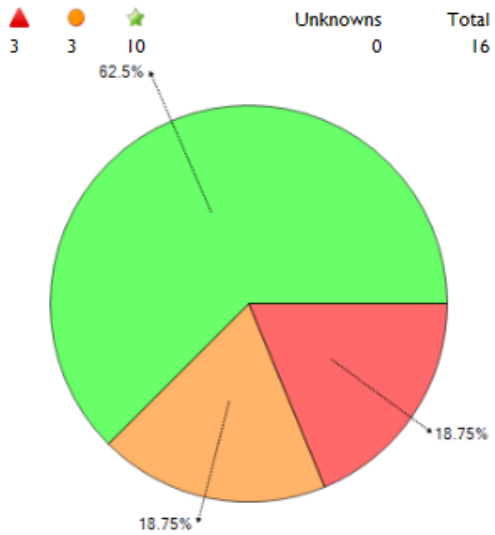


There are 28 measures in the PAM data set for 2017/18. 19 have data which is reported monthly, quarterly or half yearly. Data for the remaining 9 measures will be available at the end of the financial year.

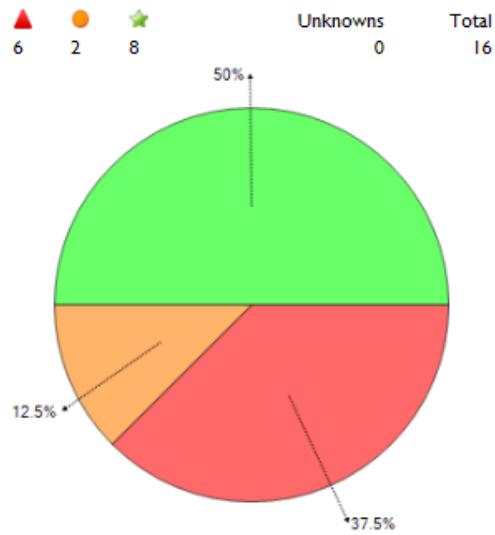
Due to changes in the measures included in the PAM data set for 2017/18 there are 15 measures which have comparable data from Quarter 2 2016/17 and 14 measures which have Wales average data.

Social Services Performance Measures (SSPMs)

SSPM Performance Against Target



SSPM Performance Compared to Last Year



There are 25 measures in the SSPM data set for 2017/18; 16 have data which is reported monthly or quarterly, Data for the remaining 9 measures is collected annually and will be available in April 2018, 6 of the SSPM's are also included in the PAM data set.

Annual PAM measures which will be reported after March 2018.

Measure
PAM/009 % Young people NEET Year 11 (PAM, IP5) (A)
PAM/001 (CHR/002) National Sickness Days lost (PAM) (A)
PAM/002 % of people that agree their local council provides high quality services (PAM) (A)
PAM/020 % of principal A roads that are in overall poor condition (PAM) (A)
PAM/021 % of principal B roads that are in overall poor condition (PAM) (A)
PAM/022 % of principal C roads that are in overall poor condition (PAM) (A)
ACS/13 PAM/024 % of adults satisfied with their care & support (SSPM, PAM) (A)
ACS/15 PAM/026 % of carers that feel supported (PAM) (A)
CYP/13 PAM/027 % of children satisfied with their care & support (SSPM, PAM) (A)

Annual SSPM measures which will be reported after March 2018.

Measure
ACS/20a reablement reduced package of care and support (A) (SSPM, IP1)
ACS/20b reablement no package of care and support (A) (SSPM, IP1)
ACS/23a Adults who have received advice and assistance no repeat contact (SSPM) (A)
ACS/23b Adults who have received advice and assistance no repeat contact (aged over 75) (SSPM, IP1)
CYP/29a % of children achieving the core subject indicator at key stage 2 (SSPM) (A)
CYP/29b % of children achieving the core subject indicator at key stage 4 (SSPM) (A)
ACS/13 PAM/024 % of adults satisfied with their care & support (SSPM, PAM) (A)
ACS/15 PAM/026 % of carers that feel supported (PAM) (A)
CYP/13 PAM/027 % of children satisfied with their care & support (SSPM, PAM) (A)

The following 10 national measures are falling short of target in September 2017; these will be closely monitored to ensure the best possible outcome with the available resources.

Red Measures

Measure	Actual (YTD)	Target (YTD)	▲ Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
... PAM/013 % of empty private properties brought back into use (HY) (PAM)	0.3	2.0	▲	»		»	8.8	▲
... ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)	2.80	1.75	▲	✘	0.94	▲	1.40	▲
... PAM/019 % of planning appeals dismissed (PAM) (Q)	56.5	75.0	▲	✘		»	?	!
... CYP/34b Care leavers who are in education, training or employment at 24 months (SSPM) (M)	38.1%	45.0%	▲	✔	79.2%	▲	47.1%	▲

Amber Measures

Measure	Actual (YTD)	Target (YTD)	▲ Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
... CYP/26 % of looked after children returned home from care (SSPM) (M)	11.7%	13.0%	●	✘	16.4%	▲	13.6%	●
... CYP/30 % of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)	36.0%	40.0%	●	✘	33.3%	★	59.4%	▲
... PAM/016 (LCL/001b) Use of Public Library Services (Q) (PAM)	1,678.73	1,763.00	●	✔	1,603.04	★	2,740.00	▲
... CYP/33 PAM/029 % of looked after children who have had 3 or more placements (M) (SSPM, PAM, SP)	9.4	9.0	●	✔	11.1	★	9.8	★
... PAM/023 (PPN/009) % Food establishments broadly compliant with food hygiene standards (PAM) (Q)	94.51%	96.00%	●	✘	94.90%	●	95.16%	●
... PAM/014 Number of new homes created as a result of bringing empty properties back into use (HY) (PAM)	16	16	●	»		»	?	!

Key for measure RAG status

- ★ Green star - on target
- Amber circle - slightly short of target (15% tolerance)
- ▲ Red triangle - off target (over 15% away)
- ? Data missing/ not available
- ! No target set

Direction of Travel - DoT

- ✔ Green tick - performance has improved
- ✘ Red cross - performance has declined
- performance remains the same
- up arrows indicate that high values are better
- down arrows indicate low values are better

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Report

Cabinet

Part 1

Date: 2nd January 2018

Item No:

Subject Corporate Risk Register Update

Purpose To present an updated version of the Corporate Risk Register

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

Ward All

Summary This report contains the latest update of the Corporate Risk Register.

- The risk register identifies risks that may prevent the council achieving the objectives set out in the Corporate Plan and enables the council to continue to provide services to the citizens and communities of Newport. Robust management of these risks is imperative to the realisation of the council's objectives.
- The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Wellbeing of Future Generations (Wales) Act 2015.
- There are 14 risks identified in the risk register, there are 5 high risks and 9 medium risks.
- The detail and planned mitigating actions for each risk are provided below.

Proposal Cabinet is asked to consider the contents of the Corporate Risk Register and request regular updates regarding the planned mitigating actions.

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Deputy Leader
- Audit Committee

- Corporate Management Team
- Head of Law and Standards
- Head of People and Transformation
- Head of Finance

Signed

Background

1. Corporate Assessment

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

2. Risk Management Strategy

The Risk Management Strategy was agreed by Cabinet in September 2014. It was updated to reflect a revised approach to risk management and improved processes for identifying and escalating risk. Potential benefits of an improved risk management approach are improved decision making, avoidance of shocks and the ability to mitigate threats and take advantage of opportunities.

The Risk Management Strategy is under review to ensure that the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015 are embedded in the process and frame each risk.

3. Role of Audit Committee

Since the introduction of the Local Government Measure 2011 the local authority's Audit Committee have a role in reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. Processes and Strategies about risk management should be reviewed by the Committee however the content of the risk register including setting and changing risks included in the register is *not* the role of the Audit Committee.

4. Summary of risks in this report

Ref	Risk	Brief Description	Probability x Impact = Score			Responsible Officer
			Probability	Impact	Score	
High Risks						
6	Balancing the Council's Medium Term budget	Risk of not meeting / funding key priorities.	4	4	16	Chief Executive
7	Increased pressure on demand led services	As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.	4	4	16	Strategic Director - Place Strategic Director - People
8	Risk of stability of external suppliers	Growing cost of delivering services and purchasing materials will impact on external supplier's ability to continue to fulfil contract obligations. Potentially short notice of inability to provide services.	4	5	20	Strategic Director - People
9	Increasing pressure on existing infrastructure	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8 th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	4	4	16	Strategic Director - Place
13	Asset Management – Carriageways and Buildings	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council's ability to maintain assets in the short, medium and long term due to increasing budget pressures.	5	4	20	Strategic Director - Place
Medium Risks						
1	Legislative Requirements	That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.	3	4	12	Chief Executive
2	Capacity and capability to meet the councils objectives	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	4	3	12	Chief Executive

Ref	Risk	Brief Description	Probability x Impact = Score			Responsible Officer
			Probability	Impact	Score	
3	Safeguarding	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm.	2	4	8	Strategic Director - People
4	Brexit	That the financial implications of leaving the European Union have a negative impact on the councils financial position.	3	3	9	Chief Executive
5	In year financial management	Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.	3	4	12	Chief Executive
10	Climate Change: Effects on future condition and availability of Council Infrastructure and reducing the future impact of further greenhouse gas emissions.	It is generally accepted that the effects of global warming will result in: <ul style="list-style-type: none"> · All areas of the UK get warmer and the warming is greater in summer than in winter; · Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK · Sea levels rise – more in the south of the UK than the North. 	3	4	12	Strategic Director - Place
11	Increasing demands on IT Services and the modernisation agenda	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	2	3	6	Chief Executive
12	Increasing risk of cyber attacks	Data loss, disaster recovery, impact of possible fines	3	3	9	Chief Executive
14	Recruitment and retention of specialist professional staff	Resilience of Council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	4	3	12	Chief Executive

Financial Summary

- There are no direct costs associated with this report

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the strategy and process are not robust enough to capture all high risks	M	L	Reviewing, testing and embedding processes to ensure that they are fit for purpose	Directors, Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Robust risk management practices increase the chances that all of the council's priorities and plans will be implemented successfully

Options Available and considered

1. To consider the contents of the Corporate Risk Register and request regular updates
2. To request further information or reject the contents of the risk register

Preferred Option and Why

1. To consider the contents of the Corporate Risk Register and request regular updates, this will give the cabinet oversight of the main overarching risks that the council faces in delivering the objectives of the corporate plan.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan.

Comments of Monitoring Officer

The Council's corporate governance arrangements are an integral part of the risk management strategy, in ensuring that all decisions are made lawfully and constitutionally and that all risks are identified, assessed and mitigated. The absence of successful call-in and legal challenges demonstrates that these arrangements are robust. However, as part of the review of the Constitution, improvements in the Report templates will be considered to further embed risk management principles within the decision-making processes. The Local Government (Wales) Measure 2011 required the Council to establish a stand-alone Audit Committee with statutory responsibility for reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. However, the identification of corporate risks, for inclusion within the risk register, is an executive decision for Cabinet.

Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

Risk management is a key element of the council's improvement programme and the Administration's commitment to ensuring strong corporate governance and robust performance management. The risk strategy and register allow the council to consider the longer term overarching risks to the council fulfilling its objectives and obligations and take action to mitigate the impact and probability of those risks.

Comments of Cabinet Member

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

Local issues

None

Scrutiny Committees

Audit Committee have a role in reviewing and assessing the risk management arrangements of the authority. Meetings with the committee have resulted in some changes to the processes used to compile and update the risk register, leading to clarity of detail within the report.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

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

Risk management is a key area to implementing the Wellbeing of Future Generations Act (Wales) 2015, the council must ensure that it considers risks in the short, medium and longer term and that it manages risks in a manner that protects current service delivery and communities as well as considering the longer term impact.

The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Wellbeing of Future Generations (Wales) Act 2015.

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

Crime and Disorder Act 1998

Not applicable.

Consultation

As above, the Risk Register is also considered by Audit Committee

Background Papers

Corporate Risk Register, Cabinet, 18th December 2015
Corporate Risk Register, Audit Committee, 28th January 2016
Corporate Risk Register, Cabinet, 14th March 2016
Corporate Risk Register, Audit Committee, 24th March 2016
Corporate Risk Register, Cabinet, 6th June 2016
Corporate Risk Register, Audit Committee, 23rd June 2016
Corporate Risk Register, Cabinet, 12th September 2016
Corporate Risk Register, Audit Committee, 22nd September 2016
Corporate Risk Register, Cabinet, 21st December 2016
Corporate Risk Register, Audit Committee, 26th January 2017
Corporate Risk Register, Cabinet, 24th April 2017
Corporate Risk Register, Audit Committee, 30th May 2017
Corporate Risk Register, Cabinet, 13th September 2017
Corporate Risk Register, Audit Committee, 25th September 2017

Dated: January 2018

Corporate Risks

Risk 1

Risk name		Legislative Requirements				
Description/Rationale		<ul style="list-style-type: none"> • That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act. • Risk of not meeting increasingly challenging nationally set waste management targets • The Welsh Government is consulting on local government reform, it is likely that the Welsh Government will repeal or change the Local Government Measure 2009 which will mean changes to the way the council plans and manages its services. • Welsh Government drive towards regionalisation and collaborative working – including possible legislation. • Welsh Language Act - gaps in service provision remain, and this remains a reputational risk for the Council. 				
Risk rating prior to mitigation		August 2015 – high (16)				
Links to		Service Planning				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	12	3	4	Unchanged ↔ There is continued pressure on the council to implement the new duties detailed by new legislation. Whilst significant work is underway, there remain major risk factors.	March 2018
	August 2017	12				
	March 2017	12	probability	impact		
	December 2016	12				

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Planned Mitigation		Timescales	Current Action Status
Welsh Language Act	Strategic equalities group monitors implementation supported by Welsh Language group.	Annual cycle	Governance arrangements and implementation plans are in place.

Planned Mitigation		Timescales	Current Action Status
	Action plans in place and being monitored. This has shown significant progress.	Annual cycle	Action plans have been monitored and reported through the Welsh Language Annual Report to Cabinet. The council has made significant progress in terms of practices and positive attitudes. Actions not yet completed are being addressed through Welsh language task groups which report to the Welsh Language Implementation Group. Complaints are investigated and reported on promptly.
	Progress includes increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available.	Initial campaign March 2016, new roll out Sept 2017	In 2016 we promoted the Welsh language Standards and all employees consulted in the Staff Conference were aware of the Standards and changes relating to their own work. A Welsh Language and Equalities Engagement Plan looks to measure and improve employee awareness, and thus increase the use of Welsh in the council. We are currently updating guidance material in order to further facilitate staff understanding of some of the practicalities, and to keep the Welsh language high on the agenda. In line with 'More than just words' the "active offer" is implemented across social services.
	Partnership arrangements with another Council now in place and budget allocated, additional resources now available to support service areas and work such as web site development now underway.	Ongoing	Translation and proofreading is readily available to all staff. A specific contract is in place to deliver translation of the council's web site. We are looking at opportunities to improve the service.
	5 year strategy developed through consultation	Approved Feb 2017 for 5 years	The 5 Year Welsh Language Strategy was approved by Council in February 2017. The action plan is being implemented with partners through existing groups including the Welsh in Education Forum (WEF) and governance arrangements are being put in place to ensure progress across the three themes.
Future Generations Act	Cabinet reports updating members on progress and approach. Awareness raising sessions with officers and members completed and work with consultants to develop organisational readiness for the Act underway.	Autumn 2017	Awareness raising session held with members of new Performance Scrutiny – Partnerships in summer 2017 with further sessions to be included in member development programme in autumn 2017 together with further sessions for staff. Work on corporate readiness developing with new report templates

Planned Mitigation		Timescales	Current Action Status
			and corporate plan.
	Currently developing an impact assessment template that incorporates the sustainability principles. Formal report, service plan and business case templates updated to ensure the principles of the Act are reflected in all decision making.	Ongoing	New FEIA template in place, Other business processes continue to develop to ensure that the Act is being embedded.. New service plan templates will include wellbeing objectives,
	Public Services Board established with agreed Terms of Reference, formal meetings are held at least quarterly.	Ongoing	<p>The PSB has undertaken a partnership evaluation exercise and agreed an action plan, report to PSB Dec 2017 demonstrating progress.</p> <p>Formal meetings held at least quarterly. Meeting papers, minutes and summaries of business published on One Newport website to aid transparency. All terms of reference reviewed in 2017 to support the developing Wellbeing Plan.</p>
	Draft Wellbeing Assessment in place in conjunction with the assessment required for the Social Services Act. Work being undertaken on a Gwent basis to inform the Wellbeing Assessment and Plan - funding secured from Welsh Government to support this work.	April 2018	<p>Public Services Board has published its Well-being Assessment for Newport (Community Well-being Profile) and is progressing development of the Local Well-being Plan for Newport for publication April 2018. Consultation draft is now</p> <p>Work being undertaken on a Gwent-wide basis to identify possible Gwent priorities. Gwent funding is being utilised on:</p> <ul style="list-style-type: none"> • piloting a well-being measurement tool (Happy Communities) ; • a future scenarios analysis to enhance understanding future trends;
	Development of wellbeing objectives finalised, pending the redevelopment of the Corporate Plan in 2017.	October 2018	The Council published its Well-being objectives and Well-being Statement in March 2017. These are being incorporated into the Corporate Plan 2017-2022 and will be in service plans 2018-

Planned Mitigation		Timescales	Current Action Status
Waste Management Legislation/ targets	The recycling rate for 2016-17 exceeded the target for 2017-18, there is confidence the target will be exceeded in 2017/2018 too but likelihood is the target for 2019/2020 will not be met.	March 31 st 2018	The contract is in place and running. We will monitor monthly to ensure the target is reached.
Responsible Officer:		Chief Executive	
Responsible Cabinet Member(s):		Leader of the Council, Deputy Leader and Cabinet Member for Assets and Member Development	

Risk 2

Risk name	Capacity and capability to meet the councils objectives					
Description/Rationale	<p>That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.</p> <p>There are continued capacity and capability gaps across the council; these are more prevalent in some areas than others. Although there are a number of actions (see below) that are being undertaken to remediate this situation, there are still risks going forward which will potentially exacerbate this current situation; these include further required financial savings and issues with recruiting to key positions.</p>					
Risk rating prior to mitigation	August 2015 - Medium (12)					
Links to	Corporate Plan, People and Business Change Service Plan					
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	12	4	3	Unchanged ↔	March 2018
	August 2017	12				
	March 2017	12	High probability	Medium Governance impact		

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Planned Mitigation	Timescales	Current Action Status
The Workforce Plan identifies objectives for future planning for all Service Areas.	Completed	Completed – a workforce planning template is available to assist service areas make informed decisions about their people requirements. Further work will be done by the HR service in relation to completing a workforce planning self-assessment tool to identify further areas for improvement. This is anticipated to be completed in Autumn 2017.
People and Business Change will pilot career pathway planning in Autumn 2017 to role model to other service areas	On track – December 2017	A restructure has taken place in HR and the creation of entry level posts into the profession have been created and filled with one internal appointment to facilitate internal progression. We are

Planned Mitigation	Timescales	Current Action Status
		encouraging entry and intermediate level HR qualifications to all levels in the service.
Creation of an apprenticeship scheme was approved in June 2016 and recruitment is underway to the first cohort of apprentices due to start in September 2016, with a possible second intake due to start in January 2017.	Completed	The first cohort of apprentices completed their qualification in Summer 2017 and we are recruiting to the next wave at the end of August once prospective applicants have received their GCSE results and have made decisions about their future plans. It is our intention to continue recruiting apprentices into the Council in future years.
Pilot taking place in Education Services for the roll out of greater NVQ/ILM opportunities for those in the workplace wanting to enhance current skill level. Intention to offer to wider workforce in 2017 linked to workforce planning for each service area	Completed – review of success by December 2017	This pilot has completed and several employees within the Education service achieved their qualifications. We will review the success and benefit brought to the Council in the coming months with a view to making future recommendations at the end of December 2017.
Mandatory training will be identified for each post and linked to job descriptions to set out the expectation of ability, skill and experience at the point of recruitment and to form a development path throughout induction, probation and longer term	Not started	This piece of work has not yet started but has been identified as a priority for 2018/19
Additional Investment in Project Management and business change resources	April 2018	BIP resources will be reviewed in line with the revised change program which will underpin the new corporate plan. BIP and HR have agreed a programme to work towards upskilling managers in these skills. A combination of e-learning, f2f training and learning exchanges have been discussed with a programme intended to start in April 2018.
Coaching, shadowing and mentoring opportunities delivered as part of the change programme	On track	The first cohort of ILM Level 5 in Coaching concluded in Summer 2017. We have reviewed the progress and are working towards further programmes of both coaching and mentoring programmes for 2018/19.
Specific business support and training provided for business change, project and program management, continuous change and specific tools including business case development and project management	Ongoing	Project management and business case support building on the support and training provision already in place further development of support has been undertaken to widen the range of support offered to the organisation.
Training Master classes developed and number of managers attending measured green for 2015 with over 80% attending training to upskill	Completed	We are currently reviewing managerial training, but targets set in this area have consistently been achieved in recent years.

Planned Mitigation	Timescales	Current Action Status
Action Learning Sets have been practised at Senior Management Forum and OD are collating requests from managers to create networks of peer coaching through the use of ALS. HR and Finance partners will be trained as facilitators to enable greater support to managers in identifying problems and creating their own solutions.	Completed	Feedback has shown that our current culture is not yet ready to roll out Action Learning Sets and instead we will be focusing on building our coaching skills as individuals.
Use of external resource / experts	Ongoing	Where there is a capacity constraint or capability gap, external expertise will be utilised on an as required basis. CIPD are providing training to the HR/OD team in January 2018 to upskill team members in the field of OD.
Sampling of My Review has taken place in August 2016 by the HR/OD team and feedback will be provided to managers in September with a refreshed roll out of training on how to conduct appropriate appraisals between October and March 2017 in time for the next annual appraisal	Completed	In Summer 2016 this exercise was completed and the results fed back to the senior leadership team. Further work was then done on scoping possible alternatives to the outdated My Review system – further information is detailed below.
OD strategy devised to enable the organisation to achieve faster cultural change and improved performance	Completed	The People and Culture Strategy 2017-2022 is in first draft and awaiting publication shortly (December 2017). It contains the proposed strategic ambition for the OD function. An investment in 2 day training with the CIPD for all members of the HR/OD function has been made and this will take place in January 2018 to enable the HR/OD team to improve their practice in supporting the organisation to improve.
People service plan to heavily focus on workforce planning and OD for next 12 months	On track	Service planning has temporarily been postponed until the Corporate Plan is published. It is anticipated that the new People and Culture Strategy 2017-2022 will form the business unit actions for HR and OD in the coming 12 months. Two of the key priorities are OD and Workforce Planning.
Performance management process is currently being reviewed with a key objective for 2016/17 to be the roll out of a revised scheme, new performance management system to be piloted early 2017 to assess whether appropriate for organisation roll out	Completed	<p>As per the My Review comments, a new performance management system has been introduced to the Council – Clear Review. This tool was piloted over a 3 month period at the beginning of 2017 and has now been approved for wider roll out. Feedback suggests that this tool could significantly improve performance management across the Council.</p> <p>The new performance management strategy has been drafted which seeks to draw together all aspect of performance to enable employees and members to know what their responsibilities are.</p>

Planned Mitigation		Timescales	Current Action Status
Responsible Officer:	Chief Executive		
Responsible Cabinet Member(s):	Cabinet Member for Community & Resources		

Risk 3

Risk name	Safeguarding					
Description/Rationale	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm					
Risk rating prior to mitigation	March 2017 – Medium (8)					
Links to	Corporate Plan, Service Planning					
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	8	2	4	Unchanged The level of risk is manageable because this is an area of absolute priority for the local authority. There are safeguarding manager roles across the council and we have strong links with national and regional safeguarding boards	March 2018
	August 2017	8	probability	impact		

Planned Mitigation	Timescales	Current Action Status
Safeguarding Action Plan agreed and implementation underway.	November 2017	Implemented The first annual review of the Corporate Safeguarding Report is due to occur in January 2018- this review will establish how efficiently we have met the identified objectives within the safeguarding action plans both corporately and within the specific teams which encompass the Safeguarding Unit of Social Services since the establishment of the Corporate Safeguarding Report in 2016/17. Actions identified as outstanding or newly identified areas of improvement/ development will be identified as part of this review scrutiny cycle and will therefore be timetabled appropriately to address any unmet needs or deficit

Planned Mitigation	Timescales	Current Action Status
		areas.
Continuous review of policies and procedures	<p>January 2018</p> <p>Ongoing</p> <p>Ongoing-regional work plan of the protocol and procedures sub group is reviewed annually</p>	<p>Implemented</p> <p>The suite of Corporate Safeguarding Policies applicable to all service areas within the council are currently under review to appropriately reflect legislative and procedural changes. These documents will have been fully reviewed, ratified, and disseminated via a re-launch of the “Safeguarding involves us all” campaign (the original campaign which launched the Corporate Safeguarding Report in November 2016) prior to the first annual review in January 2018. This ensures that all staff (including voluntary staff, elected members and contractors) are clearly aware of and understand their responsibilities in respect of ‘safeguarding’.</p> <p>Within the practice of social work across Children and Adult Services where policies and procedures are identified as requiring review due to changes in legislation/ regulations these items are identifiable through CSMT and ASMT processes and Quality Assurance processes. Appropriate staff are identified to undertake the review or development of the required policy/ procedure and timescales are set in order to ensure the required work is completed, the policy is then launched and fully disseminated to the service area for practitioners to use and the documents are stored within the document library of the intranet for easy access.</p> <p>There is also the continuous review process of national and regional policies as identified by the SEWSCB, GWASB and VAWDASV safeguarding boards via the “protocols and procedures” sub group. Work is undertaken on a regional basis and the policies/ procedures/ guidance produced is then agreed and adopted by the 5 local authorities. This ensures a robust compliancy in terms of national policies/ procedures used within regional and local practice are up to date.</p>

Planned Mitigation	Timescales	Current Action Status
Raising awareness of policies and procedures with staff	<p>January 2018</p> <p>Ongoing</p>	<p>Implemented</p> <p>Within Children's Services there has been a review of the processes in how policies/ procedures are disseminated to staff and the current use of the document library for policies/ procedures currently available on the intranet. A Children's Services Hub Page is currently being developed by the Safeguarding Unit and SRS team to improve how staff locate and access the documents they require for practice. The Hub will be the focal access point for Children's Social Care staff to locate all relevant policies, procedures, forms- this will assist in version control of documents; the regular review and publication of new policies/ procedures/ guidance; and a central place for staff to locate all of the required information and documents. This project will therefore aid in raising awareness of policies and procedures with staff but will also provide a more robust approach to ensuring that the information being provided to staff is up to date and readily accessible.</p> <p>Future development of the Hub page will also be extended to include induction processes and team specific intranet pages which can host team blogs, news and updates. This project can also be replicated for Adult Services.</p>
Partnership working	<p>Ongoing</p> <p>Ongoing</p>	<p>Implemented</p> <p>Development of the Safeguarding Intelligence Hub (SIH), Newport is the pilot authority in Gwent for this project which will bring together all public safeguarding services in a single point of entry where safeguarding referrals can be holistically assessed. The Intelligence hub model will facilitate earlier intervention and preventions to limit the need for a more intensive intervention at a later stage by managing cases in a co-ordinated manner. The Intelligence Hub will also foster closer partnership working and clear accountability with agencies, providing faster, more robust and co-ordinated and consistent responses to safeguarding concerns, ensuring citizens are kept safe with their well-being outcomes met.</p> <p>Strong links with the regional safeguarding boards are already in place</p>

Planned Mitigation	Timescales	Current Action Status
		<p>and will continue.</p> <p>The regional service hosted by Health in regard to legislative requirements for Newport council under the Mental Capacity Act, continues to be delivered collaboratively for all Deprivation of Liberty Safeguards for citizens of Newport over the age of 18.</p>
Service Manager for Safeguarding is in place	Completed	<p>Implemented</p> <p>The Service Manager for safeguarding manages across adult, children and education services as well as the regional VAWDASV service.</p>
Safeguarding role in Education	Completed	<p>Implemented</p> <p>The role of the Safeguarding in Education Officer has been extended to encompass the line management of LACES (looked after children in education). Ensuring all schools have reviewed their safeguarding policies and procedures and that they are accessible for the whole school as well as parents and children has been completed over the last year. This will be under continual review</p>
Responsible Officer:	Strategic Director - People	
Responsible Cabinet Member(s):	Cabinet Member for Social Services	

Risk 4

Risk name	Brexit					
Description/Rationale	That the financial implications of leaving the European Union have a negative impact on the councils financial position					
Risk rating prior to mitigation	August 2016 – Medium (9)					
Links to	Corporate Plan, Service Plan					
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	9	3	3	Unchanged This risk remains unchanged as we await further discussion and timescales from the Welsh Government and Central Government	March 2018
	August 2017	9	probability	impact		

Planned Mitigation	Timescales	Current Action Status
<p>This needs to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council. (see risks 5 and 6 below)</p> <p>A good deal of our activity is also guided by EU regulation. It remains unclear when the UK will formally exit the EU and how these regulations may change</p> <p>This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales</p>		
Responsible Officer:	Chief Executive	
Responsible Cabinet Member(s):	Leader of the Council	

Risk 5

Risk name		In year financial management				
Description/Rationale		<ul style="list-style-type: none"> • Historical overspending in key areas are increasingly difficult to mitigate – Community Care budgets, Children’s out of area education and social care budgets in particular. • Step change in level of overspending in 2016/17 and forecasted overspending in 2017/18 shows significantly worsening position • Level of overspending is significantly over and above revenue budget contingency and over current / previous year only mitigated from strong C Tax collection due to accelerated house building – which cannot be guaranteed in future years and C Tax reduction scheme underspending • Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget • Risk to requiring additional on-going budget in service areas affected which makes the 2018/19 and future budget challenge more difficult to manage / achieve 				
Risk rating prior to mitigation		August 2017 – Medium (12)				
Links to		In year overspending can affect all services depending on severity and mitigation put in place, including impacts on future year budgets				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
	December 2017	12	3	4	Unchanged ↔	March 2018
	August 2017	12	probability	impact		

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Planned Mitigation	Timescales	Current Action Status
CMT instigated targeted spending freeze on non-essential spending	Now	In place and on-going
Chief Executive and HoF will be holding monthly meetings with adult social care management team to look and review actions for reducing spend	Sept onwards	In progress

HoS for adults/children social care and education have reviewed and improved decision making panels who assess individual cases accessing services	Now	In place and on-going
Projects initiated in education and children's social care – looking at NCC own provision to bring pupils / children back at lower costs Adults social care reviewing all care packages in place and HoS to attend panels when reviewing new cases for care packages		Initiated. Projects timetable unknown at this time
Responsible Officer:	Chief Executive / Directors / Heads of Service	
Responsible Cabinet Member(s):	Leader as CM for strategic finance – in conjunction with Cabinet colleagues	

Risk 6

Risk name		Balancing the Council's Medium Term budget				
Description/Rationale		<ul style="list-style-type: none"> • Council does not have a change programme which addresses the financial shortfall in the Council's Medium Term Financial Plan. • Not balancing the budget over a longer timeframe than has currently been achieved may challenge and could damage the Councils on-going Financial Resilience • Risk of not meeting / funding key priorities • Using 'reserves' to balance the budget is time limited and require permanent savings to be identified in due course. • Lack of on-going medium term financial settlements from WG continue makes meaningful medium term financial planning more difficult. 				
Risk rating prior to mitigation		August 2017 – High (16)				
Links to		The lack of a balanced medium term financial plan has potential impact on all Council services and priorities				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
<p>The risk matrix grid shows a 5x5 scale. The y-axis is labeled 'Probability' (1-5) and the x-axis is labeled 'Impact' (1-5). The grid is color-coded: Green (low risk), Yellow (medium risk), and Red (high risk). A white circle is placed at the intersection of Probability 4 and Impact 4.</p>	December 2017	16	4	4	Unchanged ↔	March 2018
	August 2017	16	probability	impact		

Planned Mitigation	Timescales	Current Action Status
On-going review and challenge to budget pressures within the MTFP	On-going	On –going. CMT challenged all demography issues in July 2017.
Finalising budget proposals for consultation in Dec 2017 and final agreed decisions in Feb 2018 should ensure 2018/19 balanced.	Sept 17	In progress
Complete service cost-benefit prioritisation exercise with informal Cabinet	Sept 17	Completed
Project initiated to draw up a medium term change programme by June 2018 latest	Sept 2018	Started. Discussions with SLT on scope and resourcing and organisation on-going.
Responsible Officer:	Chief Executive / Directors / HoS	
Responsible Cabinet Member(s):	The Leader of the council	

Risk 7

Risk name	Increased pressure on demand led services
Description/Rationale	<p>Education</p> <p>As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.</p> <ul style="list-style-type: none">• That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.• Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.• Increasing population putting extra pressure on school places across Newport.• As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase• Growing population of highly vulnerable children• Increasing demand for refuse collection• Increasing number of households and highways <p>Social Services</p> <p>As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.</p> <ul style="list-style-type: none">• That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.• Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.• Increasing population putting extra pressure on school places across Newport.• As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase• Growing population of highly vulnerable children• Increasing demand for refuse collection• Increasing number of households and highways

Risk rating prior to mitigation		August 2017 – High (16) This rated high for Education Services and Medium for Social Services an overall rating of High has been assigned.				
Links to		Corporate plan, service plans				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	16	4	4	Unchanged ↔	March 2018
	August 2017	16				
			probability	impact		

Planned Mitigation	Timescales	Current Action Status
Education Increasing population putting extra pressure on school places across Newport. One new school (due to open September 2017) and second new school (due to open September 2018). Both established largely through 106 funding. Additional school places have been established across the city through a capacity exercise. Where schools are being re-developed, (e.g. Bryn Derw, Caerleon Lodge	September 2017 – 2018	<ul style="list-style-type: none"> Jubilee Park Primary opened in September 2017 creating additional pupil places in the west side of the city. The Glan Lyn Primary development has commenced. The new Lodge Hill Primary development has commenced. Newport City Council has committed to match funding £35 Million pounds in addition to a confirmed £35 Million Pounds of Band B 21Century Schools funding from Welsh Government.

Planned Mitigation	Timescales	Current Action Status
<p>raising the risk of unplanned significant budgetary overspends.</p> <p><u>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</u></p> <ul style="list-style-type: none"> • Older Person’s Pathway - joint initiative with Health, people identified from GP surgeries and offered a Stay Well Plan that is individualised and focused on maintaining well-being and health. • Reconfiguring a number of service pathways including Frailty & Reablement to reduce duplication, streamline provision, facilitate hospital discharge and provide services focused on maintaining independence. • Investment in preventative services including 2 Third Sector consortiums offering information, advice and assistance for any Newport citizen. • Investment into First Contact Team offering advice, assistance and signposting to a full range of services. • Utilisation of ICF for Community Connectors offering community based assistance to people who require support to access low level services <p><u>MARKET MANAGEMENT</u></p> <ul style="list-style-type: none"> • Domiciliary care and Residential and Nursing provision commissioned robustly. Working closely with providers to ensure services are fit for purpose in terms of quality and capacity. Relationship management ensures flexibility and responsivity • Ensuring in house services are cost effective and targeted at community need. • Cost control –negotiating sustainable fees with 	<p>In Place</p> <p>Ongoing</p> <p>In Place</p> <p>In Place</p> <p>Ongoing</p>	<p>Currently in place in 11 out of 20 GP surgeries in Newport, further roll out planned.</p> <p>Further work required to establish new pathway. This will reduce duplication in the existing process and improve accessibility.</p> <p>Ongoing monitoring to identify impact of provision</p> <p>Social care workforce is complex and challenging. Budgetary restrictions are impacting Nationally. In Newport the ongoing relationship and commissioning oversight ensures stability and there is a focus on encouraging new providers to enter the market</p> <p>Continued delivery of in house provision will be reviewed on an ongoing basis.</p> <p>Annual fee negotiations – ongoing dialogue</p> <p>Workstreams are addressing the issues faced by all Welsh Local</p>

Planned Mitigation	Timescales	Current Action Status
<p>providers that offer value for money whilst protecting the social care workforce</p> <ul style="list-style-type: none"> • Engagement with Regional workstreams to address National issues around the purchase of domiciliary and residential care services • Early engagement with Health to maximise CHC funding for people with Health needs 		<p>Authorities in the delivery of social care – budgets- stability of market</p>
<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.</p> <ul style="list-style-type: none"> • Investment in a consortium model of third sector preventative services to offer a single point of contact for all Newport citizens • Investment in a Third Sector mental health consortium in partnership with Health – offering a single point of contact for citizens in Gwent • Utilisation of ICF to deliver a Community Connector Service – offering community support for people to access services. • Utilisation of ICF to employ a Carers Development Officer 	<p>In Place</p> <p>In Place</p> <p>In Place</p> <p>In Place</p>	<p>Ongoing monitoring to measure effectiveness at managing demand and offering interventions and assistance to those who would not be eligible for statutory care but who need support.</p> <p>Ongoing monitoring to measure effectiveness at managing demand and offering interventions and assistance to those who would not be eligible for statutory care but who need support.</p> <p>Ongoing monitoring to measure effectiveness at managing demand.</p> <p>Working with Carers groups to ensure they are supported in their role and to minimise the instances of carer breakdown. A new carers network has been established to improve engagement and communication</p>
<p>Children and Family Services As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.</p> <p>Growing population of highly vulnerable children</p> <p>Investment in developing preventative services to work with</p>		

Planned Mitigation	Timescales	Current Action Status
<p>families to build resilience and to prevent children from being accommodated:</p> <ul style="list-style-type: none"> • Re-tendering for the Strategic Collaborative Partnership that delivers the Family Assessment Support Service (FASS) and Family Support Team (FST) • Tendering for short break services for families with Children with disabilities. • Providing in house respite service for families with children with disabilities. • Carers Development Officer supports families with Children with disabilities <p>Engagement with Regional work streams to address developing a consistent framework around Continuing Health Care Process.</p> <p>Cost control – negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce</p>	<p>In place</p> <p>On going</p> <p>On going</p> <p>In place</p> <p>In place</p> <p>On going</p> <p>On going</p>	<p>Currently in process. Barnardos has been awarded the contract and final negotiations are underway for service implementation on 1st April 2018.</p> <p>Currently in process. When successful tenderer has been awarded contract work will commence with provider to develop service and be on going contract management</p> <p>Ongoing monitoring to measure effectiveness at managing demand. Newly established Carers Network ensures better communication and engagement with carer/parent groups</p> <p>Work streams are addressing national concerns raised by Welsh Local Authorities. Conclusion of the work will inform direction of travel.</p> <p>Continued fee negotiations with providers to ensure best value and to ensure best outcomes.</p> <p>Standard monitoring of pay rates, travel time e,t,c, to encourage recruitment and retention within the independent sector</p>
Responsible Officer:	Strategic Director – People	
Responsible Cabinet Member(s):	Cabinet Member for Education and Skills Cabinet Member for Social Services	

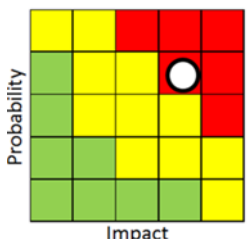

Planned Mitigation	Timescales	Current Action Status
<p><u>Encouraging New Providers To Enter The Market</u> The offer of block contracts for domiciliary care hours that provides incentive for new providers and creates a diverse market place.</p>	Ongoing	Particular progress in relation to understanding and managing the costs associated with Children's placements but more work needs to be done in this area as demand outstrips supply.
<p>Open dialogue with providers interested in entering the market to ensure they are fully informed about service demand and future commissioning intentions</p>	Ongoing	Block contracts are offered for a period of 3 – 5 years but 3 domiciliary care agencies have given notice and ceased trading in Newport over the past year. Three new providers have entered the market as a result of successful bids for NCC contracts but the market remains difficult with demand for services increasing.
<p><u>Developing New Sustainable Models of Service & Maximising Alternative Funding</u> Working with partners such as Housing and Health to develop new services that are more financially sustainable and offer better opportunities for people to live independently</p>	Ongoing	<p>Ongoing work with new & existing providers to ensure they can develop their business in Newport and become sustainable.</p> <p>Ty Eirlys is a new supported living scheme for 13 people with Learning Disabilities in Newport, its success will offer further opportunity for more developments of its kind that are based on independent living and minimise the level of reliance on Community Care budgets</p> <p>Centrica Lodge is being re-developed by way of a capital grant from Welsh Government via the ICF. This will improve accessibility through the provision of a lift to the first floor and enable further development of the independent living skills aspect of the service</p>

Planned Mitigation	Timescales	Current Action Status
<p><u>Working With Commissioning Partners</u> Working Regionally & Nationally to share knowledge, best practice, market intelligence and to develop commissioning strategies in both adults and children's services</p> <p><u>Commissioning Function</u> Strong, well organised Commissioning function and agreed strategies that effectively oversees and controls all purchasing activity and understands the local market. The Commissioning team are fully sighted on market issues, have well developed relationships with providers and work closely with operational teams to source good quality sustainable services.</p>	Ongoing	<p>Continued work with the 4C's Consortium in relation to sourcing appropriate placements for Children</p> <p>Engaged with the National Commissioning Board, set up by the Welsh Government to address issues within the residential care sector for older people, currently developing a regional contract in order to streamline processes, create a consistent approach, improve communication and generate efficiencies.</p> <p>Engaged with the National work-stream around domiciliary care to address the issues around workforce stability and market resilience</p> <p>Most providers operate in multiple local authority areas, so sharing intelligence with other commissioners is essential</p>
	Ongoing	<p>It is vital that we have a strong Commissioning Team in order to respond to challenges presented by the external market including poor provider performance, provider failure, providers giving notice on complex packages and providers exiting the market - failure to do so would put vulnerable people at risk.</p>
	Ongoing	<p>Effective commissioning of care and placements that require Providers to demonstrate sustainable staff recruitment and retention practices, including pay rates and training opportunities.</p>

Planned Mitigation	Timescales	Current Action Status
Responsible Officer:	Strategic Director -People	
Responsible Cabinet Member(s):	Cabinet Member for Social Services	

Risk 9

Risk name	Increasing pressure on existing infrastructure
Description/Rationale	<p>The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.</p> <p>Traffic at the Toll's is currently 'held' back and released creating a pulsing effect on traffic entering Wales.. Removal of this effect will result in more traffic reaching the 2 lane sections at Magor and the Brynglas tunnels quicker, with associated congestion.</p> <p>Although that is primarily a network management issue for the SW Trunk Road Agency, it is likely to result in rat running on alternative routes impacting on the city's network. Increased use of the Steelworks Access Road, SDR and Chepstow Road is anticipated as the main alternatives motorists will seek to use. We know this with some confidence due to the regular effect on our network of congestion, road collisions and roadworks on the M4 .</p> <p>The tolls are a barrier to logistics companies (some firms spend £200k per annum in toll fees); therefore many logistics and distribution firms locate on the English side of the bridge. Removal of the tolls is likely to result in a review of location, with the potential relocation in and around Newport increasing the impact on local networks</p> <p>House prices in Bristol are relatively expensive; therefore removal of the tolls could increase the attractiveness of living on the Welsh side and commuting to Bristol. This presents an opportunity for Newport, especially locations with good motorway access east of the tunnels but it will attract significant additional car journeys.</p> <p>Increased light and heavy vehicular usage will impact on the whole life of our highway assets and result in increased routine maintenance and associated revenue and capital investment.</p> <p>Any additional traffic will be detrimental to air quality – particularly within the city's existing AQMAs</p> <p>Impact on public transport and Council services</p> <p>Increased traffic on local roads will have a detrimental impact on journey time/reliability. It will also increase</p>

		operating costs for public transport and council services that rely on road based delivery models. (the Welsh Assembly Enterprise and skills committee are undertaking an inquiry into the impact of congestion on bus services). Consideration of additional resources or different delivery models may be required as mitigation				
Risk rating prior to mitigation		August 2017 – High (16)				
Links to		Corporate Plan, service plan				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	16	4	4	Unchanged 	March 2018
	August 2017	16	probability	impact		

Planned Mitigation	Timescales	Current Action Status
<ul style="list-style-type: none"> In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport. 	Start date: spring 2018 End date: end 2022	This proposal is still at Public Enquiry stage
<ul style="list-style-type: none"> Improved Public Transport Measures (including Great Western Cities Initiative to improve rail connectivity between Newport, Cardiff and Bristol, Bus Rapid Transport and Metro). Improved links to existing M4 	Unknown Start date: March 2015 End date:	Various feasibility studies have been commissioned to increase connectivity through the city and are waiting funding to progress. Newport are currently working with WG on improving transport links, congestion and journey times through the Junction 28, Forge Road and Tredegar Park roundabouts reconfiguration works.

	2018	
Responsible Officer:	Strategic Director -Place	
Responsible Cabinet Member(s):	Cabinet Member for Streetscene	

Risk 10

Risk name	Climate Change: Effects on future condition and availability of Council Infrastructure and reducing the future impact of further greenhouse gas emissions.
Description/Rationale	<p>It is generally accepted that the effects of global warming will result in:</p> <ul style="list-style-type: none">· All areas of the UK get warmer and the warming is greater in summer than in winter;· Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK· Sea levels rise – more in the south of the UK than the North. <p>To tackle the challenge of climate change, Newport needs to act on two fronts;</p> <ul style="list-style-type: none">• Prepare for the changes that are already happening because of the greenhouse gases which have already been released• Reduce the greenhouse gases we emit through our operation by reducing and decarbonising our energy consumption <p>Preparing for the changes</p> <p>Newport should consider how various climate change variables such as intense or prolonged rainfall; hotter temperatures and higher wind speed will impact on the type of highway assets that they manage and the likelihood of these events occurring. By doing this the greatest generic risks to network closure or restriction can be identified. These are likely to be;</p> <ul style="list-style-type: none">• Flooding (pluvial, fluvial, groundwater and coastal)• Snow• Landslips• Scour• Wind damage• Heat/ water and frost damage• Disruption at interchanges with other transport modes such as rail and bus.• Inadequate or over stretched resources to meet demand <p>Newport should review and apply the latest UK Climate Projections, as developed by the Met Office and Environment Agency, when assessing future risk and vulnerability. These projections for future changes to both</p>

average climatic conditions and also the frequency of extreme weather events, allow for an understanding of where risk levels may change, and the identification of new risks which may emerge as the climate changes. When applied alongside records of past incidents, and other information sources (such as flood maps), climate projections may also help to identify when and what action should be taken to adapt to the risks.

The locations where there is potential for these events to occur on the Network should be identified. This can be done using the highway asset inventory and records of past incidents of weather related damage or incidents such as flooding or landslips. The local Flood Risk Management Plans should also be used to identify areas prone to flooding. Where possible, local knowledge should be used to validate the findings.

Decarbonising and reducing our energy consumption

The Environment (Wales) Act 2016 requires that Wales reduce its carbon emissions by 80% by 2050; The Cabinet Secretary for Environment and Rural Affairs has set the ambition for the Welsh Public Sector to be carbon neutral by 2030. Welsh Government are also considering how interim carbon targets and budgets will be set from now until from now until 2050.

In 2016/17 Newport City Council was responsible for the direct (scope 1 and 2) greenhouse gas emissions of 17,224 Tonnes of CO₂eq from our electricity and gas supply alone. Although a significant improvement on previous years, with fleet vehicles adding to this total, the impact of the day to day operation of the council is substantial. Indirect emissions, such as from procurement of goods and services, waste and employee commuting may also be considered in the future. Achieving the required reduction will be a challenge, but there is considerable potential for improvement with the correct investment.

Work is being undertaken to identify and prioritise the most effective methods of energy and carbon reduction across out estate and fleet.

The need for a greener national electricity system is contributing towards increasing energy costs for consumers. The UK Government (BEIS) mid-range forecast predicts that prices will increase at circa 4% per annum until 2025. This represents a significant increase in the cost of electricity for Newport City Council if no reductions are made.

Newport City Council has limited renewable energy generation across our estate, increasing this significantly would be a major step towards meeting emission reduction targets. Potential sites are currently under review,

Some of the risks may have the potential to be reduced by mitigation action. Such action could range from improved routine inspection or maintenance regimes to major asset improvement or replacement works. Options for

		mitigating the greatest risks should be explored with a view to prioritising those measures that will provide the greatest return on investment in terms of reduced risk. These measures should be integrated with the asset management plan with an appropriate weighting.				
Risk rating prior to mitigation		August 2017 – Medium (12): There are a number of risks within this document, each with an individual risk ranging from low to high. The average risk as a whole has been calculated as upper medium				
Links to		NCC Assets, Streetscene Service , Civil Emergencies and Severe Weather Emergency Plans				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	12	3	4	Unchanged ↔	March 2018
	August 2017	12	probability	impact		

Planned Mitigation	Timescales	Current Action Status
Produce and implement a Carbon Management and Implementation plan to set out a strategy, objectives and programme to reduce overall carbon emissions, provide investment opportunities and to mitigate against anticipated increases in energy supply costs.	Ongoing (spring 2018)	Newport is currently evidence gathering and scoping carbon, energy and cost savings measures will be delivered in 2018/19 and beyond.

Planned Mitigation	Timescales	Current Action Status
<p>Aim to get the best value for money from procurement of utilities through the National Procurement Service. Wherever possible purchase electricity backed by Renewable Energy Guarantee of Origin Certificates.</p>	Ongoing	Continue to review energy supply options and secure the best value and lowest carbon energy supply for Newport.
<p>Undertake a full review of the Council's assets and their suitability for the application of renewable energy technologies to deliver Carbon and financial benefits.</p>	Ongoing	Review of all council assets using external expert support in progress, feasibility studies and business cases will be put forward in support of the carbon management plan.
<p>Plan and deliver Sustainable Urban Drainage Systems (SuDS) - SuDS such as permeable surfaces, swales, wetlands and ponds can play an important role in managing local flood risk in urban areas since they replicate natural surface water drainage systems.</p>	Ongoing	<p>Welsh Government is currently consulting on legislation for the Implementation of sustainable drainage systems on new developments.</p> <p>The primary aim of this legislation is;</p> <ul style="list-style-type: none"> - To encourage SUDS on new developments, such as swales, ponds, storage areas, etc. in order to manage drainage and surface water; - For a SAB (SUDS Approval Body) to be implemented within each council to review SUDS designs prior to construction; - For SAB'S (Local Authorities) to adopt and maintain SUDS over their lifetime.
<p>Comprehensive and robust Adverse Weather Plans.</p>	Existing	<p>The plan will evolve to mitigate the effects of climate change as they start to impact on council services and assets</p> <p>Consideration needs to be given to the provision of a suitable co-ordination structure and associated resources to prepare for the impact.</p>

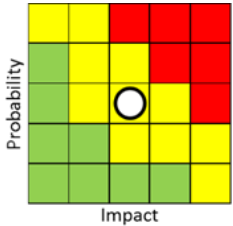

Planned Mitigation	Timescales	Current Action Status
<p>Plan and deliver green infrastructure - green infrastructure (trees, parks, open space etc) is important because it can help to keep cities cool in the summer, provide drainage routes for surface water and provide pathways through the urban environment for biodiversity to migrate as the climate changes.</p>	Existing	<p>The Green Infrastructure of the authority is monitored and managed primarily through overarching plans, policies and guidance such as LANDmap, the Local Development Plan, the Biodiversity Action Plan, the Fields in trust Standards and the assessment of Accessible Natural Greenspace provision.</p> <p>Develop the criteria for the Special Landscape Areas.</p> <p>Gwent Levels Landscape Character Assessment and Green Infrastructure assessment through the Living Levels project.</p> <p>Comprehensive management and replacement programmes for trees and woodlands.</p>
<p>Selection of road surfacing materials that have a higher resistance to heat damage and /or heat reflectivity. Increased preventative maintenance to seal surfaces to water ingress and arrest disintegration.</p>	Under review	<p>Newport will continue to review the performance of materials and promote timely intervention to secure the whole life of assets. Advances in materials and technology will be embraced where and when applicable.</p>
<p>Maximise on available Welsh Government funding to improve the defence of the city against fluvial and coastal flooding.</p>	Ongoing	<p>Newport will continue to work with all relevant partners to secure funding to mitigate these risks. However, lack of capital funding to meet the authority's contribution (circa 25%) can be a barrier.</p>
<p>Responsible Officer:</p>	Strategic Director – Place	
<p>Responsible Cabinet Member(s):</p>	Deputy Leader / Cabinet Member for Assets Cabinet Member for Streetscene	

Risk 11

Risk name	Increasing demands on IT Services and the modernisation agenda					
Description/Rationale	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.					
Risk rating prior to mitigation	August 2017 – Medium (6)					
Links to	Corporate Plan, People and Business Change Service Plan, modernised council agenda					
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	6	2	3	Unchanged ↔	March 2018
	August 2017	6	probability	impact		

Planned Mitigation	Timescales	Current Action Status
Manage and develop effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures	On-going	Arrangements in place to monitor planned work and projects as part of client side management arrangements. More strategic issues being addressed following transfer of service in conjunction with SRS Delivery Group
Development and implementation of digital by default by committing to move all transactional services online and fully digitising the back-office	On-going	Strategic aims and objectives being developed and will be managed in line with work on 'Modernising Council'. Also monitored by the council's Digital Board. Good progress on streamlining internal forms processes.
Monitoring of carefully considered data set to manage performance of the SRS arrangement/demand on services	On-going	Performance measures are in place and will be monitored on a quarterly basis. Monthly performance information provided by SRS reviewed at SRS Delivery Group and Digital Board.
Responsible Officer:	Strategic Director – Place	
Responsible Cabinet Member(s):	Cabinet Member for Community & Resources	

Risk 12

Risk name		Increasing risk of cyber attack				
Description/Rationale		Risk of data loss, disaster recovery, impact of possible fines				
Risk rating prior to mitigation		August 2017 – Medium (9)				
Links to		Corporate Plan, People and Business Change Service Plan, modernised council agenda				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	9	3	3	Unchanged 	March 2018
	August 2017	9	probability	impact		

Planned Mitigation	Timescales	Current Action Status
Using and Securing Data in line with the council’s Digital Strategy. Numerous information risk management activities including the role of the Information Governance Group, Senior Information Risk Owner (SIRO), and Annual Information Risk Report. Also managing compliance, information security incident management, training and awareness raising.	Most of these activities are carried out throughout the year	Most of the activities are carried out on an on-going basis. Vulnerabilities identified by the Annual IT Health Check are being addressed in line with Public Services Network (PSN) accreditation. Lessons have been learned as a result of previous incidents and improvements have been made to business continuity arrangements with further improvements scheduled. The Information Governance Group, SIRO and information governance team manage information risk on behalf of the council.
Responsible Officer:	Strategic Director – Place	
Responsible Cabinet Member(s):	Cabinet Member for Community & Resources	

Risk 13

Risk name	Asset Management – Carriageways and Buildings
Description/Rationale	<p><u>Carriageways</u></p> <p>It is acknowledged throughout Wales that current funding levels fail to ensure a minimum of steady state in highway condition and untreated highway assets continue to deteriorate. Although Newport has proactively used its powers to fund highway condition improvements through prudential borrowing and has benefited from Welsh Government's Local Government Borrowing Initiative (LGBI), the cessation of the Welsh Governments Road Maintenance Grant has resulted in under investment into the city's carriageway asset stock since 2014/15.</p> <p>Carriageway condition is a Public Accountability Measure within the council's suite of performance indicators. Using the Horizons asset management tool, highway condition can be forecasted for future years against differing levels of capital funding. Using a zero capital budget scenario, the condition evaluations are:</p> <ul style="list-style-type: none"> ▪ Cost (over 5 year period) to bring the network up to standard (clear maintenance backlog) = £31.8M. ▪ Cost (over 5 year period) to keep the PIs PAM 020,021 and 022 at a steady state (maintain current network condition) = £13.4M. ▪ Gross replacement cost £646M. <p><u>Buildings</u></p> <p>Newport City Council has a significant property estate, many of which have suffered from a lack of annual and cyclical repair, maintenance and investment. £1.5M is invested annually within the NCC estate from the Capital Maintenance Programme, however, this is not enabling a meaningful impact in reducing the maintenance backlog, which is estimated to be at a value of £50M (<i>dated May 2017</i>). NCC is investing its repair and maintenance programme at a rate of £105/m² which is particularly low compared to adjacent authorities and public sector organisations.</p> <p>The majority of backlog is contained within building elements such as roofs, timber windows, boilers and electrical works. Based on a maintenance backlog estimate of £50M and assuming a £3M annual depreciation across the estate an investment of £8M per annum would be required.</p>

Risk rating prior to mitigation		August 2017 – High (20)				
Links to		Streetscene Service Plans since 2014/15. Corporate Property Strategy and Strategic Asset Management Plan 2013-2018 Corporate Asset Management Plan 2018-2023				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	20	5	4	Unchanged ↔ An updated highway condition assessment will be undertaken to inform the March review. Steady state risk assumed for the December review	March 2018
	August 2017	20	probability	impact		

Planned Mitigation	Timescales	Current Action Status
Carriageways – The limited capital investment has been implemented to maximise the safety, serviceability and sustainability of the highway asset. However, asset condition continues to decline	Annual	<ul style="list-style-type: none"> This limited intervention will continue as long as funding can be apportioned out of the Streetscene Capital Annual Sums £250k was invested in the carriageway assets through 2017/18 from the council's Annual Sums.
Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3 rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act	Continual	This work is ongoing but although it ensures highway safety, it has no impact on the mitigation of the initial risk to the whole life of the asset

Carriageways – Support WLGA in its lobbying of Welsh Government for the reintroduction of funding through another round of LGBI	Continual	There is no indication that any additional funding will be made available in the foreseeable future
Buildings – Condition surveys are being enhanced for 2017/18 and 2018/19 to better understand the entire estate, with a reduced commitment for each year thereafter for cyclical condition surveys and specialist surveys to accompany.	Annual	Tendering, evaluation and commissioning of condition surveys due to take place before October 2017.
Buildings – A greater level of programming and prioritisation of the Capital Maintenance Programme for delivery to include life expectancy, building sufficiency and suitability, as well as backlog value.		
Responsible Officer:	Strategic Director - Place	
Responsible Cabinet Member(s):	Cabinet Member for Streetscene Deputy Leader / Cabinet Member for Assets	

Risk 14

Risk name		Recruitment and retention of specialist professional staff				
Description/Rationale		Resilience of Council services and ability to retain specialist professional staff and attract new employees in a competitive market place				
Risk rating prior to mitigation		August 2017 – Medium (12)				
Links to		Corporate Plan				
Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	December 2017	12	4	3	Unchanged ↔	March 2018
	August 2017	12	probability	impact		

Planned Mitigation	Timescales	Current Action Status
Review of equal pay audit in March 2018 to ensure integrity of the Council's pay and grading system	March 2018	
Effective succession planning practices demonstrated in key service areas where risk is perceived to be high	Ongoing	Heads of Service will be required to effectively succession plan to ensure internal talent is being developed in order to successfully appoint to key positions when vacancies arise due to external progression. Heads of Service will need to work closely with their HR Business Partner to identify their individual risks and what development needs exist within their current workforce.
Responsible Officer:	Chief Executive	
Responsible Cabinet Member(s):	Cabinet Member for Community and Resources	

Appendix 2

How the Council Assesses Risk

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

Risk Assessment Matrix

A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix one.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

Risk Matrix

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

Impact Matrix

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)							
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational	
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	Unplanned budgetary disturbance <£100k	Loss of asset/money with value >£2k			Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	Unplanned budgetary disturbance £100-£500k	Loss of asset/money with value £2-10k	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution	
3	Medium	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	Unplanned budgetary disturbance £500k-£2M	Loss of asset/money with value £10-50k	Adverse WAO report. Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (e.g. several institutions), adverse local press, complaint/s upheld by Ombudsman	

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)						
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or major disruption of several service areas for a shorter period	Unplanned budgetary disturbance £2-5M	Loss of asset/money with value £50-100k	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of policy/procedures, Significant fraud relating to several employees	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder group. Adverse national press
	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	Unplanned budgetary disturbance >£5M	Loss of asset/money with value >£100k	Severe service failure resulting in WAG intervention/special measures Widespread significant fraud	Death of employee(s)	Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

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

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Report

Cabinet

Part 1

Date: 17 January 2018

Subject Cabinet Work Programme

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

Author Head of Democratic Services

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 Head of Democratic Services

Timetable Immediate

This report was prepared after consultation with:

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

Background

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: January 2018

Meeting	Agenda Items	Lead Officer	Next Council?
17-Jan-18	Risk Update	HP&BC	30 Jan 2018: 2018-19 Council Diary Nomination of 2018-19 Mayor Treasury Management Report Council Tax Reduction Scheme
	Revenue Budget Monitor	HoF	
	Capital Monitor and Additions	HoF	
	Improvement Plan Update	HP&BC	
	Verified Key Stage 4 and 5 Pupil Outcomes	CEdO	
	Mid-Year Analysis of Pis	HP&BC	
	Work Programme	DSCM	
14-Feb-18	Revenue Budget and Medium Term Financial Plan	HoF	27 Feb 2018: Budget
	Capital Budget	HoF	
	Treasury Management	HoF	
	Local Wellbeing Plan	HP&BC	
	Work Programme	DSCM	
14-Mar-18	School Categorisation	CEdO	24 April 2018: IRP Annual Report 15 May 2018: AGM
	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	
	Risk Update	HP&BC	
	Work Programme	DSCM	
16-May-18	Items TBC		Future Dates TBC
	Work Programme	DSCM	

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