

Agenda



Cabinet

Date: Wednesday, 18 April 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>Local Wellbeing Plan</u> (Pages 9 - 44)	All Wards
6	<u>Social Services and Wellbeing Act: Regional Area Plan</u> (Pages 45 - 118)	All Wards
7	<u>Draft Violence at Work Domestic Abuse and Sexual Violence (VAWDASV) Strategy</u> (Pages 119 - 174)	All Wards
8	<u>Integrated Commissioning and Section 33 Agreement for Care Homes for Older People in Gwent Region</u> (Pages 175 - 194)	All Wards
9	<u>Improvement Plan Quarter 3 Update</u> (Pages 195 - 226)	All Wards
10	<u>Performance Monitoring: Improvement Plan and Wellbeing Objectives</u> (Pages 227 - 242)	All Wards
11	<u>Pay and Reward Statement 2018/19</u> (Pages 243 - 268)	All Wards
12	<u>Work Programme</u> (Pages 269 - 274)	

This page is intentionally left blank



Agenda

Cabinet

Dyddiad: Dydd Mercher, 18 Ebrill 2018

Amser: 4 y.p.

Lleoliad: Ystafell Bwyllgor 1 – Y Ganolfan Ddinesig

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

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>Cynllun Llesiant Lleol</u>	Pob Ward
6	<u>Deddf Gwasanaethau Cymdeithasol a Llesiant: Cynllun Ardal Ranbarthol</u>	Pob Ward
7	<u>Strategaeth Drafft Deddf Trais yn erbyn Menywod, Cam-drin Domestig a Thrais Rhywiol</u>	Pob Ward
8	<u>Comisiynu Integredig a Chytundeb Adran 33 ar gyfer Cartrefi Gofal i Bobl Hŷn yn Rhanbarth Gwent</u>	Pob Ward
9	<u>Cynllyn Gwella 2016-18: Diweddariad Chwarter 3</u>	Pob Ward
10	<u>Monitro Perfformiad: Cynllyn Gwella ac Amcanion Llesiant</u>	Pob Ward
11	<u>Cyfriflen Tâl</u>	Pob Ward
12	<u>Rhaglan Waith</u>	Pob Ward

This page is intentionally left blank

Minutes



Cabinet

Date: 14 March 2018

Time: 4.00 pm

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

In Attendance: W Godfrey (Chief Executive), B Owen (Strategic Director – Place), J Harris (Strategic Director – People), G Price (Head of Law and Regulation), S Morgan (Chief Education Officer), E Mulligan (Democracy and Communication Manager).

E Pryce and H Davies-Edwards (Education Achievement Service).

1 Local Full Fibre Networks

The Leader started the meeting by welcoming the decision taken by the Department for Digital, Culture, Media and Sport to approve the Cardiff Capital Region City Deal bid for £6million of funding from the Local Full Fibre Wave 2 Challenge Fund, to realise the digital connectivity ambitions of both the public and business sectors within the region.

The programme would make a major contribution to the digital aspirations of the city and the wider region, and delivery of Newport's Digital Strategy for 2015-2020. It was anticipated that the programme would not only help the city realise its digital ambitions, but also provide a catalyst to stimulate commercial investment, supporting both citizens and businesses within the area. It was hoped that the offer of an integrated, singular and long term approach for the region would future-proof public and business connectivity needs, giving confidence for the public sector, investors and creating growth.

On behalf of the Cabinet, the Leader and Cabinet Member for Community Resources both thanked the council officers who led the successful bid on behalf of the Cardiff Capital Regions City Deal.

2 Declarations of Interest

The following interests were declared:

- Councillor Jeavons and Councillor Harvey as NCC nominee and reserve nominee on the EAS Company Board
- Councillor Mayer as the NCC nominee on the EAS Scrutiny Panel and the EAS Audit and Risk Assurance Committee

3 Minutes of the Last Meeting

The minutes of the meeting held on 14 February 2018 were confirmed as a true record.

4 Education Achievement Service Business Plan

The Cabinet Member for Education and Skills presented the report containing the Education Achievement Service Business Plan for 2018-2021, prepared in consultation with the 5 local authorities within the consortia. The plan outlined the programme of work that was required to continue to accelerate outcomes for children and young people across all schools in the region. The plan focused on the urgent need to raise aspiration and accelerate improvement in pupil outcomes, improve the quality of teaching and leadership and build a self-improving system within and across schools and settings.

The 2018 plan was built on the previous EAS Business Plan and a robust self-evaluation system which was used to set out priorities for action. Although this was a regional plan, it included a bespoke element to address Newport's needs and individual schools within our City.

The focus for improvement for 2018-2019 would continue to secure improvements in the following areas:

- To continue to raise aspiration, improve pupil outcomes, particularly for vulnerable groups of learners (FSM, Gender, EAL, MA and LAC) and reduce the variance within and across schools, settings and LAs.
- To accelerate improvement in schools and settings where progress is too slow by ensuring a more consistent approach is applied to schools causing concern and the use of Local Authority statutory powers to accelerate progress in identified schools.
- To continue to improve the quality of leadership, teaching and learning, particularly within the secondary phase.
- Supporting schools to ensure the effective development of pupil skills at all phases.
- Supporting the national approach and further development of the regional professional learning opportunities to ensure the success, equity and well-being of every learner.
- Preparing schools to meet the curriculum and assessment demands in line with new accountability arrangements.
- Supporting the development of a 'world-class curriculum' that will help raise standards for all in Wales.
- To embed the regional approach to developing a self-improving system.

The Cabinet Member reported that she was confident that there were appropriate monitoring systems in place to ensure the EAS Business Plan remained on track. The Cabinet Member would receive reports around progress towards the success criteria set out in the Business Plan at various points in the year. These would be received through JEG and Cabinet Member briefings. Elected Members from the Company Board would also receive this information. Additional reporting around EAS Value for Money reporting would be reported to the relevant scrutiny committee in June 2018.

The Leader was pleased to note the comments from the scrutiny committee from its consideration of the plan on 12 March 2018, which stated that it had no specific concerns to raise about the content of the planned activity and targets, and was satisfied that the appropriate processes were in place to monitor progress.

In commenting upon the report, Cabinet Members noted the importance of education provision and the national need for more funding in this area. Members were pleased to note the good outcomes for looked after children in the plan.

Decision:

To receive the report for information and submit the comments above on the contents of the Business Plan as part of the consultation process.

To note the main strengths and areas for development within Newport, as detailed in the local authority annex; and how local authority services are aligned to meet the ambitious targets within the Business Plan, therefore ensuring all pupils meet their full potential.

5 National Categorisation of Schools

The Cabinet Member for Education and Skills presented the report, setting out the process of how schools were categorised in Wales, and the outcomes of categorisation for Newport schools.

The Cabinet Member noted the change to the categorisation system this year, removing the data-driven judgement that places schools into a 'standards group', previous known as 'Step 1'. From now on, discussion around the school's self-evaluation would be the central feature of the model going forward. A schools capacity to improve in relation to leadership, teaching and learning would be captured in Step 2 and 3 of the categorisation process.

Focussing upon Newport Schools, the Cabinet Member reported that Newport had a strong track record of success in the number of green schools within the local authority. In 2016-17 Newport had the highest percentage of green primary schools in Wales (52%). In 2017-18 this figure had improved to 57% which is 12% above the regional average. The percentage of green and yellow primary schools (combined) within the City was 93%. This was 5% higher than the regional average of 88%.

It was reported that Newport was the only local authority in the region to have two green secondary schools (St Joseph's RC Comprehensive and Bassaleg Comprehensive School). The percentage of green and yellow secondary schools within Newport was 55%. This compared to the regional average of 41%.

The Cabinet Member noted that there were currently 5 red schools within the City. These schools required the highest level of support which should enable them to progress at satisfactory rate. A detailed support plan was in place for each of these schools. The progress of each red school was monitored regularly by the EAS, Chief Education Officer and Cabinet Member for Education and Skills.

At the time of the National Categorisation results being published, there were five amber schools in Newport. This had since reduced to four with the rapid improvements realised in Maes Ebbw Special School (which was now categorised as yellow).

In discussing the report, Cabinet Members were pleased to note the positive results for Newport. Members commented upon the impact of negative media coverage around red and amber categorisations for schools, in particular the impact on the school community.

The Principal Challenge Adviser clarified that the colour assigned related to the number of days of support allocated to that school, and indicated a school needing support in a more formal and structured way. It was noted that in allocating judgements, the EAS and local authority officers were keenly aware of the impact red and amber judgements could have on a school community in terms of potential negative perceptions. The Chief Education Officer also highlighted that schools could be re-categorised during the year, and with the appropriate support, categorisations would often change and improve quickly.

Decision:

To note the report.

6 **Wales Audit Office Action Plan Update**

The Leader presented the latest quarterly update on progress made against the WAO recommendations from their corporate assessment review. The Leader reported that progress continued to be good, with another action concluded in this quarter; this left just 4 actions outstanding from the 35 originally identified. More actions were expected to be closed in the next quarter.

Because the majority of the actions have now been completed, the report proposed that the remaining actions could now be monitored through the normal channels of service area plans and scrutiny, rather than a separate report to full Cabinet.

Cabinet Members would of course continue to be involved in progressing these actions individually by working closely with their Heads of Service, and accounting for performance at scrutiny.

The Leader also noted that, as these actions were closed in this action plan, progress would still be monitored within the appropriate service area to support continued improvement.

The Leader noted issues raised regarding attendance by Cabinet Members at Scrutiny, which would be discussed further with colleagues outside the meeting.

In discussing the report, Cabinet Members noted the continued good progress despite the ongoing and significant funding challenges.

The Leader also noted the excellent work from Streetscene staff and other colleagues during the recent adverse weather. The Cabinet offered their thanks to all involved in managing the continued provision of service in such difficult conditions.

Decision:

To note the progress made towards meeting the recommendations and proposals for improvement.

To recommend that the outstanding actions be monitored in scrutiny.

7 **Work Programme**

The Leader presented the Cabinet Work Programme.

Decision:

To agree the proposed programme.



Report

Cabinet

Part 1

Date: 18 April 2018

Subject **Well-being of Future Generations (Wales) Act – Newport’s Well-being Plan 2018-23**

Purpose To approve the One Newport Public Services Board’s Well-being Plan 2018-23.

Author Chief Executive
Head of People and Business Change
Policy, Partnership and Involvement Manager

Ward All

Summary The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Act also sets a well-being duty on specified public bodies to act jointly via public services boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

As part of this joint well-being duty the PSB must prepare and publish an assessment of the state of economic, social, environmental and cultural well-being. In Newport this Local Well-being Assessment was published in May 2017. The PSB must also prepare and publish a Local Well-being Plan setting out its objectives and the steps it will take to meet them. The Plan must say why the PSB feels their objectives will contribute to achieving the national well-being goals and how it has regard to the Local Well-being Assessment in setting its objectives and steps to take. The PSB must publish its first Well-being Plan by May 2018.

Proposal **To recommend the Local Well-being Plan for Newport for approval by Council.**

Action by Head of People and Business Change
Policy, Partnership and Involvement Manager working with partners

Timetable Immediate

This report was prepared after consultation with:

- Leader
- Chief Executive
- Heads of Service
- Cabinet Members

Background

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. The Act also sets a well-being duty on specified public bodies to act jointly via public services boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

As part of this joint well-being duty the PSB must prepare and publish an assessment of the state of economic, social, environmental and cultural well-being. In Newport this Local Well-being Assessment was published in May 2017. The PSB must also prepare and publish a Local Well-being Plan setting out its objectives and the steps it will take to meet them. The Plan must say why the PSB feels their objectives will contribute to achieving the national well-being goals and how it has regard to the Local Well-being Assessment in setting its objectives and steps to take. The PSB must publish its first Well-being Plan no later than 12 months following the first local government ordinary election following commencement of Part 4 of the Act.

There are two main elements to the Local Well-being Plan:

- 1) The local objectives; and
- 2) The steps the board proposes to take to meet the objectives.

Once the Local Well-being Plan has been published it will be the main work-plan and focus of the Newport PSB going forward.

Progress

The Local Well-being Assessment was published on 2nd May 2017. In Newport these have been named Community Well-being Profiles. The Local Well-being Assessment comprises of one overarching Profile for Newport and 20 community level profiles at a ward level.

A sub group was convened by the PSB to develop the Local Well-being Assessment and to develop the Local Well-being Plan.

In May three prioritisation workshops took place to determine the main priorities for the Local Well-being Plan. All PSB members were invited to attend all three workshops. Other partners and professionals specific to that area were also invited, and all sectors were well represented in the discussions. All sectors were well represented in the discussions. Across all 3 workshops there were approximately 65 stakeholders who attended across 19 different organisations.

At the workshops attendees were asked to prioritise issues identified from the Local Well-being Assessment, considering how they could maximise the PSB's contribution to the Five Ways of Working and the Well-being Goals. The main **priorities** identified from the workshops and agreed by the PSB on 20th June were:

- 1) Newport has a clean and safe environment for people to use and enjoy
- 2) Improve Air Quality across the city
- 3) Communities are resilient to climate change
- 4) People feel part of their community (community cohesion & resilience)
- 5) Participation in physical activity is important for people's physical and mental well-being and resilience
- 6) Participation in arts, heritage and history is important for people's well-being
- 7) Improve the perceptions of Newport as a place to live, work, visit and invest
- 8) Drive up skill levels for economic and social well-being
- 9) Support regeneration and economic growth
- 10) Provide children and young people with the best possible start in life
- 11) Long and healthy lives for all (equalise up health life expectancy and life expectancy and health inequalities)

- 12) Ensuring people feel safe in their communities, by reducing crime and antisocial behaviour and fear of crime
- 13) People have access to stable homes in a sustainable supportive community

The next step was to develop a **Response Analysis**. The response analysis is the link between the Local Well-being Assessment and the Local Well-being Plan. The response analysis informs the selection of local objectives and assesses how local services (in a collective sense) are, and could be, addressing them. Part of the response analysis is to identify cross-cutting interventions that will address particular priorities, both in the short and long term. The PSB were keen to ensure the plan was targeted and focused so agreed to identify a number of key cross-cutting interventions that would span the 13 priorities and maximise the contribution to the Well-being Goals.

This part of the response analysis was developed with partners in four intervention workshops. Over 100 people took part from more than 30 organisations across all sectors. Partners were asked to more objectively consider the range of options for tackling each of the emerging priorities and worked on gaining a better understanding of the desired outcomes. They also considered the five ways of working and maximising the contribution to the Well-being Goals. The Well-being Plan Sub Group met in October 2017 and discussed all the options suggested in the workshops. All options were reviewed using the five ways of working and five interventions were chosen that are cross-cutting and span the 13 emerging priorities and maximise the contribution to all the Well-being Goals. These interventions are:

- The Newport Offer
- Strong Resilient Communities
- Right Skills
- Green and Safe Spaces
- Sustainable Travel

The well-being plan must also set out local well-being **objectives** and the steps that the board proposes to take to meet the objectives. In line with the 5 ways of working we have developed a set of four well-being objectives that deliver against multiple well-being goals and encompass the thirteen emerging priorities in four statements. The well-being objectives identified are:

- People feel good about living, working, visiting and investing in Newport
- People have skills and opportunities to find suitable work and contribute to sustainable economic growth
- People and communities are friendly, confident and empowered to improve their well-being
- Newport has healthy, safe and resilient environments

Future Generations Commissioner

In drafting the Local Well-being Plan, each PSB must seek the advice of the Future Generations Commissioner. This is set out in the guidance over a 14 week period. Following the June PSB meeting the Commissioner's office was approached to start this process. Three meetings have taken place with representatives from the office and they also attended two workshops. Advice from the Commissioner was received on 4th October 2017 and presented to the PSB for consideration in November 2017.

Consultation on the Well-being Plan for Newport

The consultation draft of the Local Well-being Plan was presented to the PSB on 21st November 2017. A statutory 12 week consultation period took place from 27th November 2017 to 18th February 2018.

During the consultation period there were 52 online responses received and 16 written responses. Responses were received from the following partner organisations:

- Aneurin Bevan University Health Board
- Arts Council for Wales
- Charter Housing
- Gwent Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Partnership

- NEA (National Energy Action) Cymru
- NSPCC (National Society for the Prevention of Cruelty to Children)
- Newport City Council
- Newport City Council Scrutiny Committee - Partnerships
- Newport City Homes
- Newport Fairness Commission
- Office of the Future Generations Commissioner
- Pobl
- Public Health Wales
- RSPB (Royal Society for the Protection of Birds)
- South Wales Fire & Rescue Service
- Wales Biodiversity Partnership
- Welsh Government
- Youth Services Support Board

We have also received advice which will be considered as the plan is implemented.

- Welsh Language Commissioner for Wales
- Older People Commissioner for Wales
- Cymru Well Wales

All written feedback has been summarised and considered in [Appendix 1 – Main Points from Well-being Plan consultation](#).

The consultation responses were discussed at the PSB on 13th March and a number of changes to actions were agreed and proposed at that meeting. These changes have been included in the final Plan which will be formally agreed at the PSB meeting in May 2018.

Next Steps

The plan must be approved by each of the prospective statutory members of the board. This must be approved by Newport City Council full council (24th April 2018). In respect of Aneurin Bevan University Health Board, South Wales Fire and Rescue Service and Natural Resources Wales the plan may only be approved for publication at a meeting of the body in question. The plan will then be approved by the PSB on 1st May 2018.

Further information

Newport documents

- [Local Well-being Plan Consultation Draft](#)
- [Well-being Assessment and Plan progress log](#)
- [Community Well-being Profile \(Local Well-being Assessment\)](#)
- [Choosing Emerging Priorities](#)
- [Response Analysis \(RA1\) – Understanding Outcomes](#)
- [Response Analysis \(RA2\) – Linking Interventions to Outcomes](#)

Other Information

- [Well-being of Future Generations \(Wales\) Act 2015 – The Essentials](#)
- [Shared Purpose: Shared Future – Statutory Guidance on the Well-being of Future Generations](#)
- [Public Services Boards: guidance on the use of evidence and analysis](#)
- [National Indicators](#)

Financial Summary

There are no direct financial implications from the production of the Local Well-being Plan. The actual plan itself will set the direction for the PSB and its members and any financial implications associated with individual actions and projects will be subject to separate reports.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the plan is not considered and aligned with the Corporate Plan as the strategic direction for the organisation	Medium	Low	Services will be engaged in the implementation of the plan.	Chief Executive
Lack of collaboration and joint working with key partners on the PSB and others	Medium	Low	The Council, as a statutory member of the PSB, has agreed to strengthen joint working across the city's public service.	Chief Executive
Ensuring local people and communities are involved in decisions that affect them	Medium	Low	The Council, as a statutory member of the PSB, has agreed to develop solutions in partnership with local people. The PSB Engagement strategy has a set of principles and objectives to adhere to.	Head of People and Business Change
Short term planning when we need to consider longer term working as part of the well-being plan	Medium	Medium	Services are required to consider the long term impact when making decisions as part of the WFG Act.	Chief Executive

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Newport City Council Corporate Plan 2017-2022 – the Corporate Plan contains the Council's Well-being Statement and well-being objectives, which contribute to the achievement of the national well-being goals.

The Council is a statutory member of the PSB and as a statutory member is collectively responsible for publishing a Local Well-being Plan is a statutory duty of the PSB. The well-being objectives in both the Well-being Plan and the Corporate Plan are aligned to take account of the well-being goals and the sustainable development principle.

Options Available and considered

- 1) To recommend the Local Well-being Plan for Newport for approval by Council.
- 2) Not to recommend the Local Well-being Plan for Newport.

Preferred Option and Why

The preferred option is Option 1 – to recommend the Local Well-being Plan for Newport to Council. The Council is a statutory member of the PSB and as a statutory member is collectively responsible for fulfilling the board's statutory duties. Publishing a Local Well-being Plan is a statutory duty of the PSB.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. However the Wellbeing of Future Generations (Wales) Act must be taken into account when developing the budget strategy and subsequent detailed business plans.

Comments of Monitoring Officer

The PSB has a statutory duty under the Well-Being of Future Generations (Wales) Act 2015 to prepare and publish a Local Well-Being Plan for Newport and the first plan needs to be approved by May 2018, within 12 months of the last local elections. The proposed Well-Being Plan has been the subject of extensive statutory consultation and the objectives reflect the outcomes of the Local Well-Being Assessment and the national goals. As a statutory member of the PSB, the Council is required to formally approve the Local Well-Being Plan, its stated objectives and the proposed steps to meet those objectives. Subject to agreement and recommendation by Cabinet, the Plan will need to be approved by full Council on 24th April, in readiness for the PSB meeting in May.

Comments of Head of People and Business Change

There are no staffing issues arising directly from this report.

As a statutory member of the PSB, the Council is collectively responsible for publishing a local well-being plan. The well-being plan has been prepared in partnership with all key members of the PSB and extensive consultation has taken place with local organisations, businesses, communities and local people. The well-being plan sets out the PSB's priorities and actions for the next five years to improve the economic, social, cultural and environmental well-being and is to be welcomed.

The well-being plan will replace the Single Integrated plan (SIP) for Newport and will be published in May 2018.

Comments of Cabinet Member

The Leader of the Council is the Chair of the PSB and has been consulted as part of this process.

Local issues

Not applicable.

Scrutiny Committees

In January 2017 scrutiny committee members were involved in the development of the Community Well-being Profiles (Well-being Assessment) which have helped to shape the Well-being Plan.

The Performance Scrutiny Committee – Partnership were consulted on 10th January 2018 as a statutory consultee. This was during the statutory consultation period as required by the Well-being of Future Generations (Wales) Act 2015.

The following feedback was received:

The Committee agreed with the Draft Well-being Objectives and that they had open structure to sentences and clear to interpret, but they recognised that consultees could have different views. The responses to Members' questions earlier in the meeting had demonstrated the integrated level of partnership working to date. There was a lot of positivity about the partners working together and the benefit of keeping lines of communication open and not having barriers. Clearly the partners had already developed a relationship and rapport and they had absolutely understood the priorities for the Newport and recognised that it wasn't only about health and social well-being, but a holistic approach. Members hoped that the shared resources of Partners would continue.

The Committee thought that it was unclear that Welsh Language was a theme running through all proposed integrated interventions and thought that this needed to be clear and strengthened in the Plan.

With regard to the steps for each of the integrated interventions, the steps are timed well but not yet measurable. The Plan is aspirational and long term enough but needs to be underpinned by measurability to ensure that the ambitions are translated into outcomes. There was also concern that some of the measures were a little subjective while others were potentially difficult to collect relevant data for, both of which could impact upon how the steps translated into action in Newport.

It was unclear how resources from Partners and the Private sector would be utilised and how skills in the economic sector would be driven up. An example was suggested that private sector involvement could help address the recharging of electric vehicles action, as well as reaching out to the private sector to address other priorities.

It was suggested that Community Hubs be included in the Plan.

The PSB's response to the Scrutiny Committee's feedback is as follows:

- The Welsh Language has now been woven in to the plan where appropriate.
- All measures quoted in the plan have been reviewed to ensure they are relevant and also collectable.
- All partners on the PSB are committed to working together for better outcomes for Newport. Private sector partners have been involved in the development of the plan and will continue to be involved with the PSB work going forward.
- Community hubs are already included in the plan in the Strong Resilient Communities intervention.

Equalities Impact Assessment and the Equalities Act 2010

The proposal does not require a Fairness and Equalities Impact Assessment. An FEIA will be completed as required as implementation of the plan progresses.

Children and Families (Wales) Measure

Not applicable.

Well-being of Future Generations (Wales) Act 2015

Each PSB must prepare and publish a local well-being plan setting out its local objectives and the steps it proposes to meet them. Newport's Well-being Plan sets out a number of objectives, priorities and interventions that show how the PSB intends to improve the economic, social, environmental and cultural well-being of the local area.

The Well-being Plan considers the 'five ways of working' and applies the sustainable development principles throughout the document. The Plan demonstrates how the PSB, and the Council as a member of the PSB, will work differently and will achieve this by looking to the long term, finding enabling solutions and interventions to prevent problems, take an integrated approach, collaborate with others and involve local people and communities.

Crime and Disorder Act 1998

The well-being plan has identified priorities and actions that will contribute to the prevention of crime and disorder across the city.

Consultation

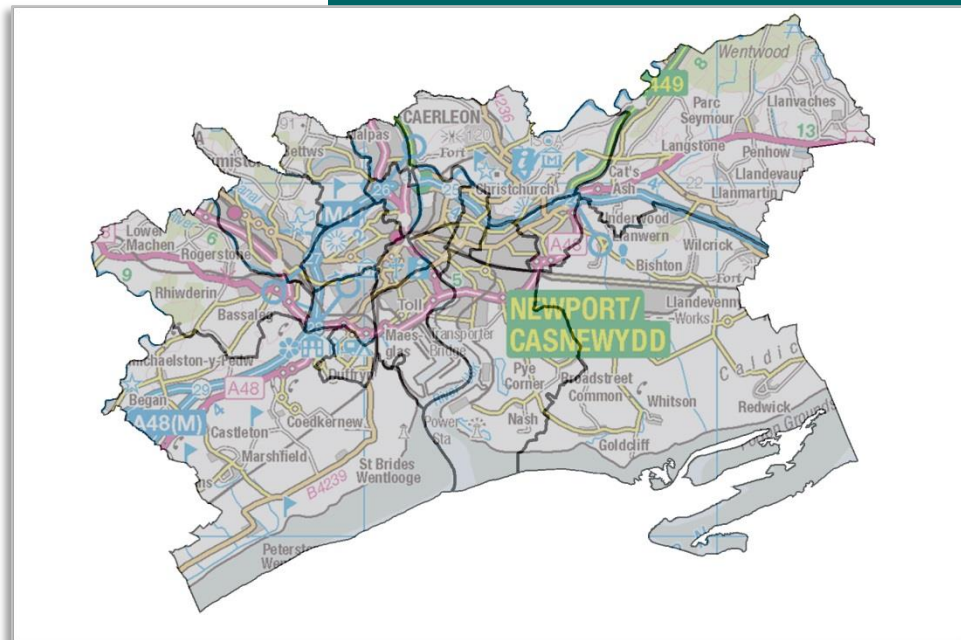
A statutory 12 week consultation period on the well-being plan took place from 27th November 2017 to 18th February 2018. All written feedback has been summarised and considered in [Appendix 1 – Main Points from Well-being Plan consultation](#).

Background Papers

Newport Local Well-being Plan.

Dated: 22 March 2018

Newport's Well-being Plan 2018-23



One Newport

Final Draft v0.1

Table of Contents

Foreword	2
Chapter 1: Introduction and Background	3
Well-being of Future Generations (Wales) Act 2015	3
What is the One Newport Public Service Board?	4
What is the Local Well-being Plan?	4
How are we going to work differently?	4
How has the Local Well-being Plan been developed?	5
Chapter 2: The Plan	10
One Newport PSB Local Well-being Plan Structure.....	10
Chapter 3: Interventions.....	11
The Newport “Offer”	11
Strong Resilient Communities	13
Right Skills.....	15
Green and Safe Spaces	17
Sustainable Travel.....	19
Chapter 4: Next Steps.....	21
Implementing and monitoring progress of the plan	21
Engagement and Involvement.....	21
More Information.....	22
Appendix 1: Other Plans	24

Foreword

The City of Newport of today is a very different place to the town from a generation back which was searching for a new identity following the decline of steel and other traditional employers. Since then the city has undergone a radical transformation with entire new communities on former industrial sites, new landmark buildings, award winning developments and modern infrastructure. This city wide programme of regeneration has earned us acclaim along with international recognition as hosts of the Ryder Cup, the NATO Summit and prestige sports events. Newport is home to a cluster of cutting edge technology businesses, major public service employers and is regarded as a hotspot for business growth. The city has capitalised on its advantageous location, unique landscapes, environment and heritage to grow a thriving tourist economy and the Convention Centre currently in development will cement our position as a National centre for business tourism.

There is much reason to be optimistic for the future; however we also need to recognise that Newport still faces significant challenges which affect the well-being of local people. We have some of the wealthiest and poorest neighbourhoods in Wales, in some cases just a walking distance apart. Geographical patterns of poverty are also reflected in health inequalities and huge differences in healthy life expectancy across the city. We also know that certain neighbourhoods are disproportionately affected by unemployment, low incomes, poor skill levels and crime and anti-social behaviour. Entrenched poverty places more pressure on our public services and can break down the bonds that create strong supportive communities.

Given the range of our successes and enduring issues the challenge for the One Newport Public Services Board will be to ensure that, for generations to come, Newport will be a city that is an even better place to live, work, visit and invest. This will mean that the benefits of regeneration, growth and the use of our considerable assets will need to be felt by all our citizens and more widely by the communities of our Gwent hinterland. It will also mean that as a Public Services Board we will need to develop a strong “offer” which will attract and retain people and employers to the city, which will include good jobs and education, quality housing, attractive outdoor spaces, good transport options, strong services and thriving arts, sports and culture.

Our population is expected to grow significantly over the next 25 years and whilst this is clearly good news, this growth alongside the ageing population will increase pressures on the Newport’s public services and infrastructure. In response to this, One Newport will need to provide strong leadership in making sure services are sustainable and fit for the future. We fully understand that the complex challenges we face can only be met by working collaboratively and towards shared goals. Whether it be providing children and young people with a good start in life, building strong and resilient communities, giving people the skills and opportunities they need to flourish, or tackling health inequalities, we realise that no one organisation has the resources, powers or answers. Further to this we will need to empower and involve communities so that they can improve their own well-being and become stronger and more resilient.

Working together we can make Newport a place that our citizens are proud of, think is a great place to live and is well regarded by people from outside the city. With this in mind we present our Well-being Plan which sets out how we will act today for a better tomorrow.

Cllr Debbie Wilcox - Chair of One Newport Public Services Board and Leader of Newport of City Council

Ceri Davies – Deputy Chair and Executive Director Natural Resources Wales

Chapter 1: Introduction and Background

Well-being of Future Generations (Wales) Act 2015

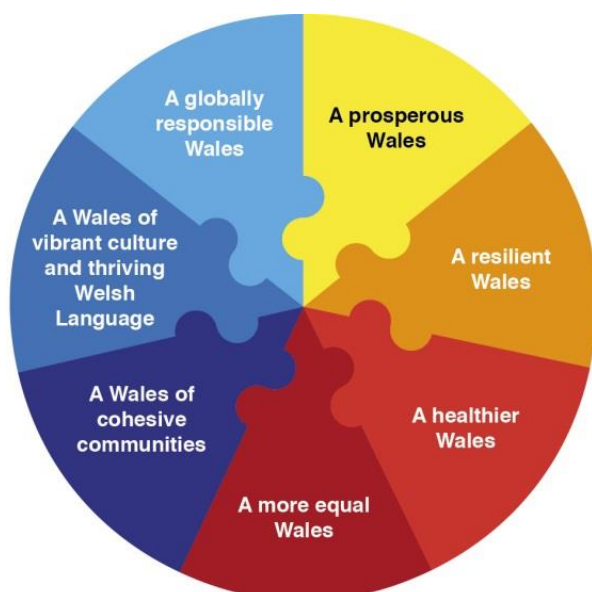
The Well-being of Future Generations (Wales) Act 2015 is about improving the social, economic, environmental and cultural well-being of Wales. It is to ensure that public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.

The Act sets out a “sustainable development principle” which is about how the public bodies listed in the Act should go about meeting their well-being duty under the Act.

The principle is made up of five ways of working that public bodies are required to take into account when applying sustainable development. These are:



- Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
- Understanding the root causes of issues to **prevent** them from occurring;
- Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their well-being objectives;
- Working with others in a **collaborative** way to find shared sustainable solutions;
- **Involving** a diversity of the population in the decisions that affect them.



The Act sets seven well-being goals:

Together they provide a shared vision for the public bodies listed in the Act to work towards. The well-being goals must be considered as an integrated set of seven to ensure that the relevant links are made in the context of improving the economic, social, environmental and cultural well-being of Wales.

In addition to the well-being duty placed on listed individual public bodies, the Act also sets a well-being duty on specified public bodies to act jointly via public services boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

What is the One Newport Public Service Board?

The Act establishes a statutory board known as the Public Service Board in each local authority area. In Newport the One Newport public service board (PSB) brings together the city's public service leadership and decision makers. The membership is:

Statutory Partners

- Newport City Council (Chair)
- Natural Resources Wales (Vice Chair)
- Aneurin Bevan University Health Board
- South Wales Fire & Rescue Service



Invited Partners

- Coleg Gwent
- Gwent Association of Voluntary Organisations
- Heddlu Gwent Police
- Newport City Homes representing the registered social landlords
- Newport Youth Council
- Newport Third Sector Partnership
- Police & Crime Commissioner
- Probation Service
- Public Health Wales
- University of South Wales
- Welsh Government

What is the Local Well-being Plan?

The local well-being plan sets out the PSB's priorities and actions for the next 5 years to improve the economic, social, cultural and environmental well-being of Newport. The plan sets out local well-being objectives, priorities and steps that the board proposes to take to meet the objectives.

Once the Local Well-being Plan has been published it will be the main work-plan and focus of the One Newport PSB going forward.

Why do we need a Well-being Plan?

Wales faces a number of challenges now and in the future, such as austerity, climate change, poverty, health inequalities, an ageing population, jobs and growth. To tackle these we need to work differently. To give our children and grandchildren a good quality of life we need to think about how the decisions we make now will impact on them in the future.

How are we going to work differently?

The **One Newport PSB** is committed to working together with local communities towards the common goals and objectives set out in this plan. In everything that we do, the PSB will work to improve the economic, social, cultural and environmental well-being of the city. Before developing the plan we pledged to be:

- ***Ambitious***
- ***Serious about working in partnership***
- ***Firmly focused on people***
- ***Focused on outcomes***
- ***Not solely driven by data***

We will achieve this by:

Looking to the long term: Being aware of and addressing, the well-being of future generations whilst addressing the needs of the people we currently serve.

Prevention: Exploring how to break cycles and dig deeper to better understand the causes and effects of key issues that people and communities face. Finding enabling solutions and intervening at the right time to prevent problems getting worse or arising in the future.

Taking an integrated approach: Fully considering the connections between the well-being goals, the PSB well-being objectives and the well-being objectives of individual organisations. Taking steps which maximise the collective impact to the well-being goals rather than just meeting the objectives.

Collaborating with others: Strengthening joint working across the city's public service. No single organisation is able to improve the economic, social, environmental and cultural well-being of Newport on its own. Taking a collaborative approach ensures that actions are complimentary and therefore maximise the collective impact.

Involving People: Developing solutions in partnership with local people and communities and ensuring they are involved in the decisions that affect them.



How has the Local Well-being Plan been developed?

Assessment of local well-being

To gain a better understanding of the well-being of Newport an assessment of economic, social, cultural and environmental well-being was developed. The assessment comprises of one overarching community well-being profile of Newport and 20 community level profiles at a ward level.

The [community well-being profiles](#) include analysis of key population data and people's views from a wide public engagement programme which involved over 2,300 members of the public. The profiles have been used to develop the Local Well-being Plan.

Emerging Priorities

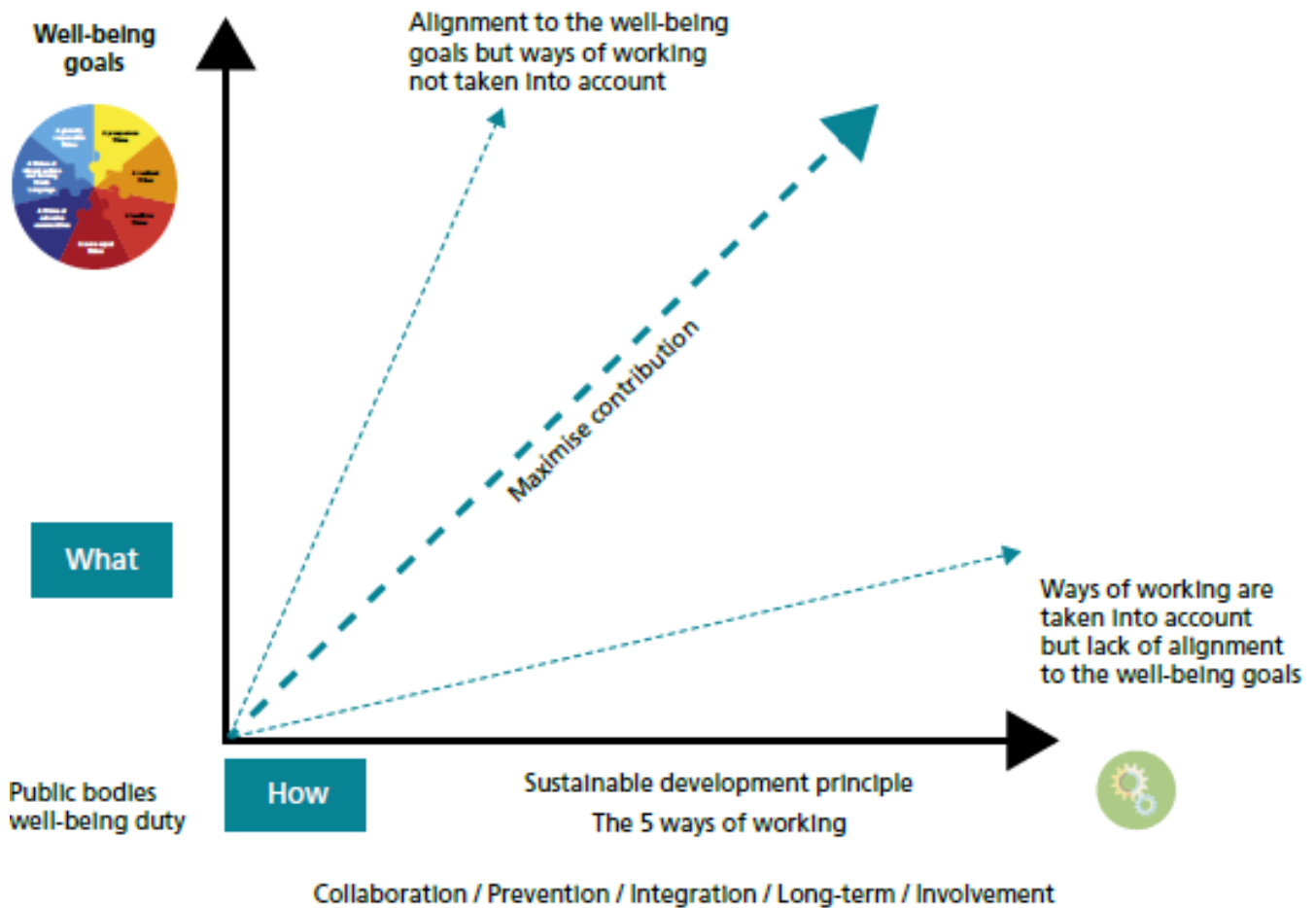
How were the emerging priorities developed?

Prioritisation workshops have taken place to determine the emerging priorities for the Local Well-being Plan.

PSB members worked with other partners and professionals to prioritise issues identified from the Community Well-being Profiles, considering how we could maximise the PSB's contribution to the Five Ways of Working and the Well-being Goals.

The diagram overleaf was used to assist with this process.

A guide to maximising your contribution



What are the emerging priorities?

The main emerging priorities identified and agreed by the PSB are:

- 1) *Improve the perceptions of Newport as a place to live, work, visit and invest*
- 2) *Drive up skill levels for economic and social well-being*
- 3) *Support regeneration and economic growth*
- 4) *Provide children and young people with the best possible start in life*
- 5) *Long and healthy lives for all*
- 6) *Ensuring people feel safe in their communities*
- 7) *People have access to stable homes in a sustainable supportive community*
- 8) *People feel part of their community and have a sense of belonging*
- 9) *Participation in sports and physical activity is important for people's well-being*
- 10) *Participation in arts, heritage and history is important for people's well-being*
- 11) *Newport has a clean and safe environment for people to use and enjoy*
- 12) *Improve Air Quality across the city*
- 13) *Communities are resilient to climate change*

Which well-being goals do the emerging priorities contribute to?

The table below illustrates how each of the emerging priorities contribute to the well-being goals.

Well-being Goals		A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
		Emerging Priorities						
1	Improve the perceptions of Newport as a place to live, work, visit and invest	✓			✓	✓	✓	
2	Drive up skill levels for economic and social well-being	✓			✓	✓	✓	
3	Support regeneration and economic growth	✓	✓	✓	✓	✓	✓	✓
4	Provide children and young people with the best possible start in life	✓	✓	✓	✓	✓	✓	✓
5	Long and healthy lives for all	✓	✓	✓	✓	✓	✓	✓
6	Ensuring people feel safe in their communities	✓	✓	✓	✓	✓	✓	✓
7	People have access to stable homes in a sustainable supportive community	✓		✓	✓	✓		✓
8	People feel part of their community and have a sense of belonging	✓	✓	✓	✓	✓	✓	
9	Participation in sports and physical activity is important for people's well-being	✓	✓	✓	✓	✓	✓	✓
10	Participation in arts, heritage and history is important for people's well-being	✓	✓	✓	✓	✓	✓	
11	Newport has a clean and safe environment for people to use and enjoy	✓	✓	✓	✓	✓	✓	
12	Improve Air Quality across the city	✓	✓	✓	✓	✓	✓	✓
13	Communities are resilient to climate change	✓	✓	✓	✓	✓		✓

These emerging priorities were chosen to ensure they maximise the contribution to the Well-being Goals.

Well-being Objectives

How were the objectives developed?

The well-being plan must set out local well-being objectives and the steps that the board proposes to take to meet the objectives.

In line with the 5 ways of working we have developed a set of four well-being objectives that deliver against multiple well-being goals and encompass the thirteen emerging priorities in four statements.

What are the objectives?

The well-being objectives identified and agreed are:

1. *People feel good about living, working, visiting and investing in Newport*
2. *People have skills and opportunities to find suitable work and contribute to sustainable economic growth*
3. *People and communities are friendly, confident and empowered to improve their well-being*
4. *Newport has healthy, safe and resilient environments*

Which well-being goals do the objectives contribute to?

The table below illustrates how each of the objectives contributes to the well-being goals.

Well-being objectives		Well-being goals						
		A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
1	People feel good about living, working, visiting and investing in Newport	✓	✓	✓	✓	✓	✓	✓
2	People have skills and opportunities to find suitable work and contribute to sustainable economic growth	✓		✓	✓	✓		
3	People and communities are friendly, confident and empowered to improve their well-being			✓	✓	✓	✓	✓
4	Newport has healthy, safe and resilient environments	✓	✓	✓	✓	✓		✓

Integrated Cross-Cutting Interventions

When developing the plan we (the PSB) were keen to ensure that it was targeted and focused. We felt that all the emerging priorities were important and did not want to discount any of them or prioritise one over another. So rather than rationalise the number of emerging priorities an approach was agreed to identify a number of key cross-cutting interventions that would span the 13 priorities and maximise the contribution to all the Well-being Goals

How were the Interventions developed?

PSB members along with other partners worked together on the development of the integrated interventions. Over 100 people took part from more than 30 organisations across all sectors. Partners were asked to more objectively consider the range of options for tackling each of the emerging priorities and worked on gaining a better understanding of the desired outcomes. They also considered the five ways of working and maximising the contribution to the Well-being Goals.

All options were reviewed and five interventions were chosen for the PSB to work on going forward. These are:

- **The Newport “Offer”**
 - **Strong Resilient Communities**
 - **Right Skills**
 - **Green and Safe Spaces**
 - **Sustainable Travel**
- **The Newport “Offer”**

The Newport “Offer” should attract and retain people and businesses to the city, recognising that desirability to work and live in the city is the result of the “complete package” including employment, housing solutions, infrastructure, environment, cultural opportunities and public services.

- **Strong Resilient Communities**

Working with the community and a range of organisations to identify assets and needs, developing a targeted, preventative place-based approach with local communities that considers the long term and empowering local people to lead and develop their local community.

- **Right Skills**

People can access skills and education programmes that align with current and future local employment opportunities, enabling individuals and the city's economy to achieve their potential.

- **Green and Safe Spaces**

Newport is a greener, healthier and safer place where all communities have easy access to quality greenspace for health, play and recreation.

- **Sustainable Travel**

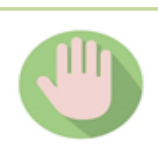
Efficient, safe and accessible transport with overall low impact on the environment, including walking and cycling, low and ultra- low emission vehicles, car sharing and public transport.

Chapter 2: The Plan

How we will work



Long Term



Prevention



Integration



Collaboration



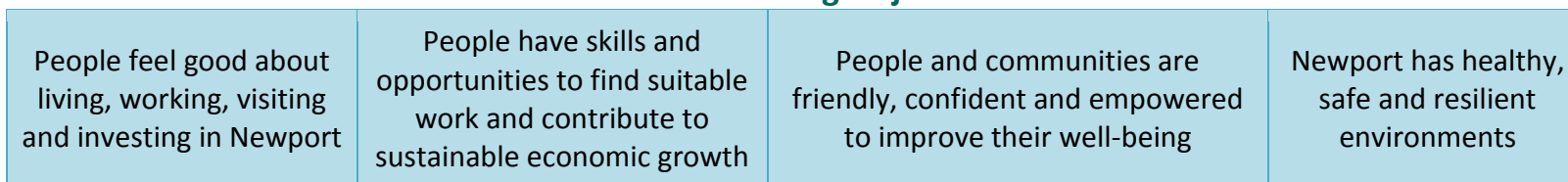
Involvement

One Newport PSB Local Well-being Plan Structure

Well-being Goals 



Draft Well-being Objectives 

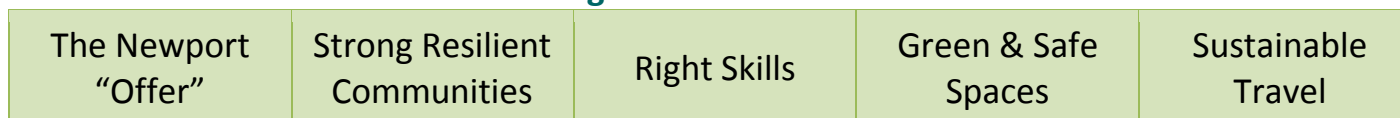


Emerging Priorities

Economic			Social				Cultural			Environmental		
1	2	3	4	5	6	7	8	9	10	11	12	13



Integrated Interventions



Chapter 3: Interventions

The Newport “Offer”

The Newport “Offer” should attract and retain people and businesses to the City, recognising that desirability to work and live in the City is the result of the “complete package” including employment, housing solutions, infrastructure, environment, cultural opportunities and public services.



Which Well-being Goals does this contribute to?

A prosperous Wales

A resilient Wales

A healthier Wales

A more equal Wales

A Wales of cohesive communities

A Wales of vibrant culture and thriving Welsh language

A globally responsible Wales



Which Well-being Objectives does this contribute to?

People feel good about living, working, visiting and investing in Newport

People have skills and opportunities to find suitable work and contribute to sustainable economic growth

People and communities are friendly, confident and empowered to improve their well-being

Newport has healthy, safe and resilient environments

Which Priorities does this contribute to?

1) Improve the perceptions of Newport as a place to live, work, visit and invest in:

One of Newport’s problems over recent years has been negative perceptions. In 2016 only 44% of respondents to the Your Newport were proud to say they come from Newport. Understanding and feeling proud of the city is key to changing this.

3) Support regeneration and economic growth: Newport’s ongoing regeneration and developments is a positive story for the city and plays a large part in the Newport “offer” to contribute to greater prosperity.

6) Ensuring people feel safe in their communities: Public perceptions of an area from both within and outside of that area are heavily influenced by crime rates and perceptions of crime and disorder.

7) People have access to stable homes in a sustainable supportive community: The “housing offer” must match the economic aspirations through the provision of the right homes of the right tenure in the right place to attract people to help Newport prosper.

8) People feel part of their community and have a sense of belonging:

Investing in the city offer and fostering city pride can contribute to people having a sense of belonging and feeling part of the community.

9) Participation in sports and physical activity is important for people’s well-being: The city has a growing reputation and great strength in terms of sporting facilities, which are important assets as part of the Newport offer. Promotion of the sporting offer will encourage participation.


10) Participation in arts, heritage and history is important for people’s well-being: The city has multi-cultural heritage and a lively music and arts scene which are important assets as part of the Newport offer.

Collaboration will give increased capacity to promote the cultural offer and the Welsh Language.

11) Newport has clean and safe environments for people to use and enjoy:


The environment also has a part to play. Access to parks, green spaces and the surrounding countryside is the most popular aspects of life in Newport. The green infrastructure offers an important asset for quality of life in Newport and the city’s offer for inward investment and tourism.

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
<i>Lead on developing the vision and offer for the city, in partnership with the Newport's diverse community and business</i>	<i>Ongoing development of the Newport offer in line with the vision for the city</i>	<i>Continue to develop the Newport offer to meet future needs</i>
<i>Working in partnership, promote the city's considerable benefits as a place to live, work, visit and invest, increasing city pride / sense of belonging and supporting economic growth (greater focus by PSB members on positive city promotion through social media)</i>	<i>Continue to raise the profile of Newport as a place people want to live, work, visit and invest.</i>	<i>Sustained city promotion in partnership with key city stakeholders so that people have understanding, pride and appreciation of what Newport offers</i>
<i>Work with high profile, successful Newport people, organisations and anchor businesses to act as positive ambassadors/champions for the city, and inspire self-belief and confidence in young people and the wider community</i>	<i>Encourage Newport residents to be ambassadors for the city</i>	<i>Continue to attract prestigious events to the city</i>
<i>Attract and use major events to promote Newport and its diverse culture, promote participation and contribute to the local economy.</i>	<i>Continue to attract prestigious events to the city</i>	
<i>Work in partnership and adopt preventative approaches to ensure effective city centre management</i>	<i>Ongoing partnership focus and preventative approach to city centre management</i>	
<i>Support the development and consumption of local clean energy (local carbon economy) within PSB organisations and the city.</i>	<i>Continue to support the development and consumption of local clean energy (local carbon economy) within PSB organisations and the city.</i>	<i>Continue to support a low carbon economy</i>

 How will we measure success? City level and local outcome indicators the PSB will seek to impact on	National Indicators	Other Indicators
	26. % of people satisfied with local area as a place to live.	• Happy City Index and Happiness Pulse
	35. % of people attending or participating in arts, culture or heritage activities at least three times a year.	• Tourism Statistics
38. % of people participating in sporting activities three or more times a week.	• RSA heritage index	• % employment rate


<h2>Strong Resilient Communities</h2>	<p>Working with the community and a range of organisations to identify assets and needs, developing a targeted, preventative place-based approach with local communities that considers the long term and empowering local people to lead and develop their local community.</p>
---------------------------------------	--

	<p>Which Well-being Goals does this contribute to?</p>	<p>A prosperous Wales</p>	<p>A resilient Wales</p>	<p>A healthier Wales</p>	<p>A more equal Wales</p>	<p>A Wales of cohesive communities</p>	<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>A globally responsible Wales</p>
---	--	---------------------------	--------------------------	--------------------------	---------------------------	--	---	-------------------------------------


	<p>Which Well-being Objectives does this contribute to?</p>	<p>People feel good about living, working, visiting and investing in Newport</p>	<p>People have skills and opportunities to find suitable work and contribute to sustainable economic growth</p>	<p>People and communities are friendly, confident and empowered to improve their well-being</p>	<p>Newport has healthy, safe and resilient environments</p>
---	---	--	---	---	---


<p>Which Priorities does this contribute to?</p>	<p>7) People have access to stable homes in a sustainable supportive community:</p>
<p>1) Improve the perceptions of Newport as a place to live, work, visit and invest In: A sense of belonging and ownership of communities will allow people to challenge negative perceptions, help people feel connected to the city and their communities, and grow city pride.</p>	<p>If people have access to stable homes in a sustainable supportive community they are more likely to feel part of their community.</p>
<p>2) Drive up skills for economic and social well-being: A person’s ability to achieve their potential can help them engage more positively in their communities.</p>	<p>8) People feel part of their community and have a sense of belonging: When people are more involved and empowered within their community they feel more part of the community and have a greater sense of belonging.</p>
<p>3) Support regeneration and economic growth: Regeneration projects improve quality of life for residents and contribute to feeling part of the community.</p>	<p>9) & 10) Participation in physical activity, sports, arts, heritage and history is important for people’s well-being: Taking part in sports, physical activity, arts, heritage and history can help to connect people to their community and feel a sense of belonging.</p>
<p>4) Provide children and young people with the best start in life: Working with communities to improve childhood outcomes is key to preventing the causes of adverse childhood experiences.</p>	<p>11) Newport has clean and safe environments for people to use and enjoy: Environmental projects can be a great way to bring people together, and create a sense of pride in the area. Access to parks, green spaces and the countryside is one of the most valued aspects of life in Newport.</p>
<p>5) Long and healthy lives for all: A supportive community with a good social network is defined as one of the wider determinants of health and well-being.</p>	<p>13) Communities are resilient to climate change: Communities have a role to play in responding to climate impacts, particularly supporting vulnerable people.</p>
<p>6) Ensuring people feel safe in their communities: People are less likely to positively engage in their communities if they experience crime and antisocial behaviour. This can have knock-on effects for local services and the businesses as people become socially isolated and excluded.</p>	

Page 3

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
<p><i>Build on the positive work already undertaken in the Pillgwenlly area and work with local people to:</i></p> <ul style="list-style-type: none"> <i>identify resources and needs within that community. Aspects to consider will include community strengths and assets, cohesion & engagement, health, well-being, employment, skills, environment, safety, appropriate housing, arts, heritage, sports and Welsh language.</i> <i>develop and implement an action plan with a preventative focus that is owned by both the PSB and the community.</i> 	<p><i>Nurture a preventative culture that develops a relationship between public services and local people that enables shared decision making, genuine co-production, social enterprise and joint delivery of services. With empowered communities finding their own preventative solutions for the problems and issues they face.</i></p> <p><i>Continue to review the latest statistical and engagement information and work with local people to ensure community plans are updated for now and the future.</i></p>	<p><i>Continue to promote a preventative culture that develops a relationship between public services and local people that enables shared decision making, genuine co-production, social enterprise and joint delivery of services. With empowered communities finding their own preventative solutions for the problems and issues they face.</i></p>
<i>Extend the above targeted approach to other communities using information provided in the Community Well-being Profiles and engagement activities to identify areas of work.</i>		
<i>Develop and promote an overarching volunteering programme for Newport to enable people to volunteer and foster community resilience.</i>		
<i>Develop multi-agency community hubs at key locations around Newport to support local service provision.</i>		
<i>Develop a framework to support community groups for governance and funding</i>		
<i>Development of an asset plan and process that enables joint delivery of services and empowers communities to find their own solutions.</i>		
<i>Strengthen communities by using the resources within the University of South Wales Early Years and Social Care Team, the Adverse Childhood Experiences (ACEs) Hub and other key partners to develop preventative approaches to ACEs and early years development.</i>		
 <p>How will we measure success?</p> <p>City level and local outcome indicators the PSB will seek to impact on:</p>	<p>National Indicators</p> <ul style="list-style-type: none"> 23. % who feel able to influence decisions affecting their local area. 25. % people feeling safe at home, walking in the local area and when travelling 26. % people satisfied with their local area as a place to live 27. % people agreeing that they belong to the area; the people from different backgrounds get on well together; and that people treat each other with respect 28. % of people who volunteer 29. Mean mental well-being score for people 30. % of people who are lonely 	<p>Other Indicators</p> <ul style="list-style-type: none"> Happy city index and Happiness Pulse % of people who feel safe in their local area (day/night)


<h2>Right Skills</h2>	<p>People can access skills and education programmes that align with current and future local employment opportunities, enabling individuals and the city’s economy to achieve their potential.</p>
-----------------------	---



	<p>Which Well-being Goals does this contribute to?</p>	<p>A prosperous Wales</p>	<p>A resilient Wales</p>	<p>A healthier Wales</p>	<p>A more equal Wales</p>	<p>A Wales of cohesive communities</p>	<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>A globally responsible Wales</p>
---	--	----------------------------------	--------------------------	---------------------------------	----------------------------------	--	--	-------------------------------------

	<p>Which Well-being Objectives does this contribute to?</p>	<p>People feel good about living, working, visiting and investing in Newport</p>	<p>People have skills and opportunities to find suitable work and contribute to sustainable economic growth</p>	<p>People and communities are friendly, confident and empowered to improve their well-being</p>	<p>Newport has healthy, safe and resilient environments</p>
---	---	---	--	--	---

<p>1) Improve the perceptions of Newport as a place to work, visit and invest in;</p> <p>2) Drive up skills for economic and social well-being: The availability of high quality education, training and career pathways that meet the needs of business will increase Newport’s attractiveness as a place to locate business and to study. A business’s capacity for growth will depend in part on its ability to recruit people with the skills it needs; a business decision on where to locate will be influenced to a degree by the skills available in the local workforce. Economic forecasts have identified future trends such as the increasing skills demands of employers and the contraction of unskilled and semi-skilled occupations. In order to remain competitive the Newport workforce will need to respond to the skills demands of business and individuals will need to possess the right skills to enable them to benefit from new employment opportunities.</p> <p>3) Support regeneration and economic growth: Regeneration schemes can play an important role in skills development, including apprenticeships, particularly during the construction phase and for certain sectors and client groups.</p>	<p>4) Provide children and young people with the best start in life: The first three years of life are particularly important for healthy development due to the fast rate of neurological growth that occurs during this period. Investing in the first years of a child’s life improves outcomes for them throughout the rest of their lives. This is why developing skills at this early age is important.</p> <p>5) Long and healthy lives for all: Engaging children in education and giving them the skills they need will help them reach their potential in later life. Employment is a key determinant of health. People living in material deprivation are less likely to be healthy. Therefore supporting people to acquire the skills they need to find work and to reach their potential may also contribute towards reducing health inequalities.</p> <p>6) Ensuring people feel safe in their communities: Having qualifications, employment and a career can divert people from crime and ASB.</p> <p>8) People feel part of their community and have a sense of belonging: A person’s ability to achieve their potential may help them engage more positively in their communities. Opportunities for volunteering and apprenticeships in the community can lead to improved mental and physical health, better levels of educational attainment, skills and employment.</p>
--	---

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
<p>Education providers and employers will work together to:</p> <ul style="list-style-type: none"> fully understand skills needs for the Newport area (including future growth areas and skills gaps). address skills needs for Newport's existing and future workforce. 	<p>Continue to develop appropriate provision for people from a range of circumstances, addressing and seeking to prevent disadvantage.</p>	<p>Continue to ensure skills and education help individuals, employers and the city economy reach their potential.</p>
<p>Ensure young people leave school with the support, adaptable skills and confidence to successfully enter work, training or education. Schools and employers work together to enable young people to have the skills to be ready for work.</p>	<p>Collectively, further, higher and community education adapt delivery models to meet the upskilling need of both the unemployed and those already in work (e.g. increased part-time, modularised and independent learning provision)</p>	<p>Continue to develop skills and education provision in line with the vision for the city.</p>
<p>Ensure people have an understanding of local skills priorities / significant capital investments in the area, and the employment / career opportunities they present.</p>	<p>Give every young person in Newport the opportunity to engage with employers as early as possible and by the age of 15</p>	
<p>Collaborative development of career pathways across all partners (e.g. apprenticeships).</p>		
<p>Develop appropriate provision for people from a range of circumstances, addressing and seeking to prevent disadvantage.</p>		
<p>Seek to maximise training opportunities from large scale infrastructure projects.</p>		
<p>Use the resources within the University of South Wales Early Years and Social Care Team, the Adverse Childhood Experiences (ACEs) Hub and other key partners to improve early years skills development.</p>		

 <p>How will we measure success?</p>	National Indicators	Other Indicators
	<p>City level and local outcome indicators the PSB will seek to impact on:</p>	<p>7) % of pupils who have achieved level 2 threshold</p> <p>8) % of adults with qualifications at the different levels of the National Qualification Framework</p> <p>10) Gross disposable household income per head</p> <p>16) % of people in employment who are have permanent contracts (or temporary contracts not seeking permanent employment) who earn more than 2/3 of the UK median wage</p> <p>17) Gender pay difference</p> <p>20) % of people moderately or very satisfied with their jobs</p> <p>37. % of people who can speak Welsh.</p>

<h2>Green and Safe Spaces</h2>	<p>Newport is a greener, healthier and safer place where all communities have easy access to quality greenspace for health, play and recreation.</p>							
	<p>Which Well-being Goals does this contribute to?</p>	<p>A prosperous Wales</p>	<p>A resilient Wales</p>	<p>A healthier Wales</p>	<p>A more equal Wales</p>	<p>A Wales of cohesive communities</p>	<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>A globally responsible Wales</p>
	<p>Which Well-being Objectives does this contribute to?</p>	<p>People feel good about living, working, visiting and investing in Newport</p>		<p>People have skills and opportunities to find suitable work and contribute to sustainable economic growth</p>		<p>People and communities are friendly, confident and empowered to improve their well-being</p>		<p>Newport has healthy, safe and resilient environments</p>
<p>1) Improve the perceptions of Newport as a place to live, work, visit and invest in; 2) Drive up skills for economic and social well-being; 3) Support regeneration and economic growth: A greener, healthier, safer Newport will attract and retain more inward investment, generate a sense of pride and ultimately change negative perceptions. Regeneration should follow the principles of Sustainable Development working through nature based solutions. Opportunities for volunteering and apprenticeships which can lead to real economic prosperity, improved mental and physical health, better levels of educational attainment, and resilience.</p> <p>4) Provide children and young people with the best start in life; 5) Long and healthy lives for all: Children need access to safe clean places to play outdoors. Access to high quality greenspace is a massive opportunity to improve the health of the residents.</p> <p>6) Ensuring people feel safe in their communities: Environmental crime and antisocial behaviour can discourage people from using their natural green spaces for recreation and associated well-being benefits.</p> <p>8) People feel part of their community and have a sense of belonging: Environmental projects provide a great way to bring people together, and create a sense of pride in their local area.</p>	<p>9) Participation in physical activity and sports is important for people's well-being: Newport's parks and green spaces represent a great opportunity to increase physical activity through outdoor recreation – and it is free to the user.</p> <p>10) Participation in arts, heritage and history is important for people's well-being: There are close links between the environment and culture. Newport's environment has been shaped by its past. There are opportunities for cultural projects celebrating Newport's history while promoting its environment.</p> <p>11) Newport has clean and safe environments for people to use and enjoy; 12) Improve Air Quality across the city; 13) Communities are resilient to climate change: Access to parks, green spaces and the surrounding countryside is one of the most valued aspects of life in Newport. Poor air quality can deter people with respiratory illnesses from going outdoors. Also it is known that in some circumstances appropriately planted trees can reduce levels of air pollution. Urban trees are also known to have a cooling effect mitigating the impact of heatwaves. Well connected greenspaces, with the right species in the right place can offer a refuge for wildlife that will ensure the survival and reversal of decline. Safeguarding pollinators and habitat across an area such as the Gwent Levels will be vital, and a well-functioning landscape can support local community resilience to the effects of climate change.</p>							

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
Develop a collaborative Newport wide green infrastructure vision and plan which is adopted and delivered by all PSB partners	Communities have clear mechanisms for how they can lever benefits, create jobs, and prosper from Newport's green infrastructure resource	25 year vision: Newport is Wales's most improved Urban area across all measurable metrics" <ul style="list-style-type: none"> Communities have access to high quality green spaces and are using these for recreation, travel and exercise. Environmental crime and antisocial behaviour is minimised. The city is completely navigable on traffic free sustainable / active travel routes that form part of the connected green infrastructure network. Communities are actively involved in managing their green spaces The benefits of green infrastructure are being maximised and are generating multiple economic and cultural benefits.
All PSB partners can clearly articulate and demonstrate the benefit of green infrastructure in their services and are working together to maximise tangible benefits (measured and set from the data & trend analysis)	Measureable levels of fly tipping, arson, crime and other antisocial behaviour have stabilised and a downward trend is evident.	
Identify and apply a preventative approach to targeting crime, antisocial behaviour and challenging negative perceptions that deter people from using green spaces and parks.	Communities taking an active role in managing, deciding upon and benefiting from their green infrastructure network based on their well-being needs, but actively supported by PSB partners who facilitate and enable this mass participation.	
Maintain, promote and mobilise people and communities to use green spaces for recreation and physical activity.		





How will we measure success?


City level and local outcome indicators the PSB will seek to impact on:

National Indicators	Other Indicators
25. Percentage of people feeling safe at home, walking in the local area, and when travelling	<ul style="list-style-type: none"> % accessible "urban" green space % of total greenspace/green infrastructure
26. Percentage of people satisfied with local area as a place to live	<ul style="list-style-type: none"> % of high quality nature
28. Percentage of people who volunteer	<ul style="list-style-type: none"> Numbers of sites meeting full green flag criteria Numbers of sites meeting community managed criteria
29. Mean mental well-being score for people	<ul style="list-style-type: none"> Identify sites /areas that have the highest potential to reconnect & improve fragmented habitats (especially important in creating resilience against climate change /extreme weather effects, mitigation of pollution and reducing further biodiversity loss)
38. Percentage of people participating in sporting activities three or more times a week.	
40. Percentage of designated historic environment assets that are in stable or improved conditions.	
43. Areas of healthy ecosystems in Wales	
44. Status of Biological diversity in Wales	<ul style="list-style-type: none"> % of people who are obese/ overweight


Sustainable Travel	Efficient, safe and accessible transport with overall low impact on the environment, including walking and cycling, low and ultra-low emission vehicles, car sharing and better connected public transport
---------------------------	--

	Which Well-being Goals does this contribute to?	A prosperous Wales	A resilient Wales	A healthier Wales	A more equal Wales	A Wales of cohesive communities	A Wales of vibrant culture and thriving Welsh language	A globally responsible Wales
---	---	--------------------	-------------------	-------------------	--------------------	---------------------------------	--	------------------------------

	Which Well-being Objectives does this contribute to?	People feel good about living, working, visiting and investing in Newport	People have skills and opportunities to find suitable work and contribute to sustainable economic growth	People and communities are friendly, confident and empowered to improve their well-being	Newport has healthy, safe and resilient environments
---	--	---	--	--	--

	Which Priorities does this contribute to?	<p>8) People feel part of their community and have a sense of belonging: Behaviour change is needed to encourage people to use active travel or public transport and reduce the use of the car. This will require community engagement and provides an opportunity to bring people together around a common issue.</p> <p>10) Participation in physical activity & sports is important for people’s well-being: Active travel is a form of physical activity and is good for people’s health and well-being.</p> <p>11) Newport has a clean and safe environments for people to use and enjoy: Well connected greenspaces can offer a refuge for biodiversity.</p> <p>12) Improve air quality across the city: Increasing sustainable travel will improve air quality.</p> <p>13) Communities are resilient to climate change – Increasing sustainable travel will aid efforts towards decarbonisation of the transport network to minimise the impact of climate change and global warming.</p>
Page 33	<p>1) Improve the perceptions of Newport as a place to work, visit and invest in: By modernising our transport infrastructure Newport has an opportunity to challenge negative perceptions about the city. Newport is a size where the PSB can make a real difference.</p> <p>4) Provide children and young people with the best start in life; 5) Long and healthy lives for all: Increasing levels of sustainable travel improve air quality and have a beneficial effect on people’s health, especially those suffering from Asthma and other respiratory disease. Encouraging people to walk and cycle to school and work will reduce poor air quality while engendering healthy behaviours for life and reducing obesity.</p>	

What steps will we take?		
Short term (0-5 years)	Medium Term (5-10 years)	Long Term (10-25 years)
1) <i>PSB to become champions of sustainable travel, leading by example and reducing the public sector's contribution to air pollution. To include:</i>		
<ul style="list-style-type: none"> • Agree and implement a joint sustainable travel plan for all PSB organisations to encourage the use of public transport, walking and cycling. • 10% of PSB vehicle fleet to be ultra-low/zero emissions. • Be the voice for the local area for regional schemes impacting on travel choices and air quality. • Support the implementation of the new air quality supplementary planning guidance. • Use technology to reduce travel for people accessing services and travelling to work. 	<ul style="list-style-type: none"> • Continue to implement the joint sustainable travel plan. • 50% of PSB vehicle fleet to be ultra-low/zero emissions. 	<ul style="list-style-type: none"> • Continue to implement the joint sustainable travel plan. • 100% of PSB vehicle fleet to be ultra-low/zero emissions.
2) <i>Create an environment where public transport, walking and cycling is prioritised. To include:</i>		
<ul style="list-style-type: none"> • Prioritise walking and cycling infrastructure. • Implement on street bike share across the city. <p><i>Target active travel for the school run.</i></p> <p><i>Tackle illegal parking and prioritise walking and cycling in highway design.</i></p> <p><i>Partner with other cities successfully encouraging walking and cycling.</i></p>	<ul style="list-style-type: none"> • Continue to prioritise walking and cycling infrastructure. • Work with bus providers to implement a low emission bus fleet. 	<ul style="list-style-type: none"> • Make Newport an active travel friendly city with high profile endorsement by the PSB. • Develop low emission zones / clean air zones.
3) <i>Encourage the use of ultra-low /zero emission vehicles. To include:</i>		
<p><i>Support the installation of electric charging points across the city to encourage the use of electric vehicles.</i></p>	<ul style="list-style-type: none"> • Support and encourage the Newport taxi fleet to move to zero (or ultra-low) emission taxis. • Develop HGV/ LGV fuel economy partnership scheme. 	

 <p>How will we measure success?</p>	National Indicators	Other Indicators
	4) Nitrogen dioxide (NO ₂) pollution levels in the air	• Particulate matter (PM ₁₀ , PM _{2.5}) pollution levels in the air
	14) The ecological footprint of Wales	• No. of vehicles and fleet composition
	40) Emissions of Green Houses Gasses within Wales	• % of people who walk or cycle for active travel
City level and local outcome indicators the PSB will seek to impact on:		• No. of electric vehicle charging points
		• % of children who typically walk or cycle to school
		• % of people who are obese/ overweight

Chapter 4: Next Steps

Implementing and monitoring progress of the plan

The measurements that have been set out in the plan against each intervention will assist the PSB in evaluating the level of success in raising the well-being of the city, and identify areas that require additional focus or revised commitments.

Progress will be monitored throughout the year and reported annually. The measures chosen are a combination of national, regional and local indicators, selected to clearly demonstrate progress against each intervention and objective.

It is recognised that while reporting annually, and the need to demonstrate short term impact, many of the progress measures chosen will require a long-term view in order to achieve the desired outcome.

Engagement and Involvement

Engaging and involving local people was key to developing the priorities and interventions within this plan. In delivering the Well-being Plan we will continue this by working differently to promote greater engagement and particularly involvement of local people and groups in the decisions which affect them.

As mentioned earlier in the plan the Well-being of Future Generations (Wales) Act 2015 is intended to bring about sustainable development by improving the economic, social, environmental and cultural well-being of Wales and Newport. The Act requires public bodies to work collaboratively, to think more about the long term, to work better with people, communities and to anticipate and prevent problems.

Under the Act engagement and ‘involvement’ becomes a key principle of sustainable development and an essential part of public service planning and delivery. The Act places a clear requirement on all devolved Welsh public services to **involve** “a diversity of the population in the decisions that affect them”. Meeting this statutory duty will require the involvement of numerous different sections of the population by:

- **Characteristics**

Including protected characteristics under the Equalities Act 2010, these are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion, sex, sexual orientation. The responses from these groups should be specifically monitored and analysed to identify any differences from the wider population.

- **Area**

Ensuring geographical communities from across the local authority area are involved.

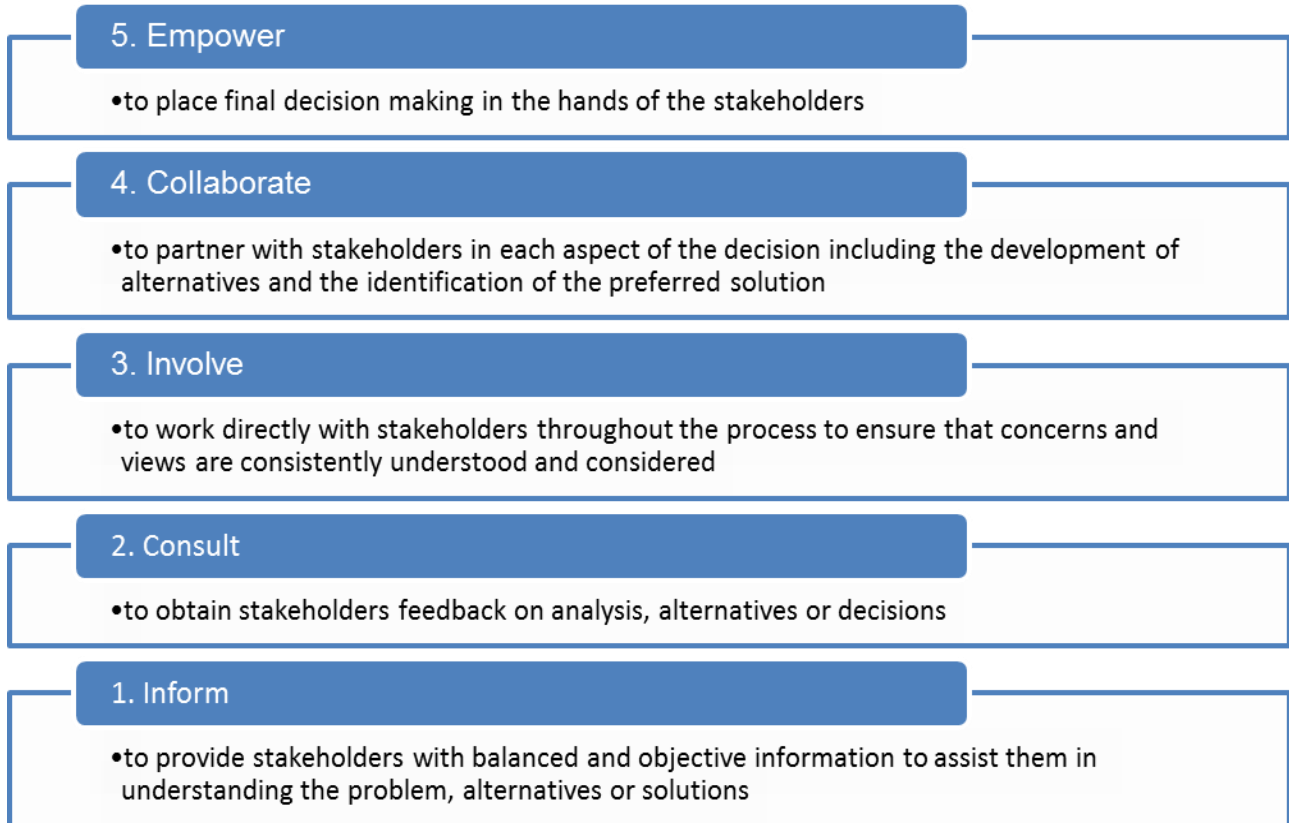
- **Sector**

Seeking the views and involvement of public sector partners, third sector organisations, education institutions and the local business community.

The Act guidance states that public bodies “... must ensure that the people they involve reflect the diversity of the population that they serve. This entails involving the people and communities whose well-being they are seeking to improve. The sustainable development principle recognises both the needs of current and future generations...” and includes children and young people and older people.” The ‘involvement’ duty under the Act builds on similar existing duties as set out in the National Principles for Public Engagement and the National Participation Standards for Children and Young People.

The 'involvement' duty will require a shift in how we and our partners work with the public, service users and other stakeholders. The challenge will require us to increasingly support the collaboration and empowerment of stakeholders; this is shown in the following hierarchy which shows the progressive shift from passive to empowering forms of engagement.

The Hierarchy of Engagement Methods



In delivering the Well-being Plan interventions, we will be mindful of the duty to involve stakeholders and to support bottom-up approaches to improving local well-being. The One Newport PSB engagement strategy will be revised so that it sets the direction and provides a framework for this to happen.

If you would like to be involved in the development and implementation of the Plan going forward please contact the One Newport Partnership Support Team.

More Information

A number of supporting documents have been developed as follows:

[Well-being Assessment and Plan progress log](#)

[Community Well-being Profile \(Local Well-being Assessment\)](#)

[Choosing Emerging Priorities](#)

[Response Analysis \(RA1\) – Understanding Outcomes](#)

[Response Analysis \(RA2\) – Linking Interventions to Outcomes](#)

Well-being Plan (Easy read version) – under development

Well-being Plan (Welsh Language version) – under development

[Well-being Plan \(Animation\)](#)

For further information about One Newport PSB, the Local Well-being Plan or partnership arrangements in the city please visit our website at <http://onewportlsb.newport.gov.uk>

Contact Details

One Newport Partnership Support Team

SWC1476 FREEPOST

Newport City Council

Civic Centre

Newport NP20 4UR

Telephone: 01633 656656

Email: one.newport@newport.gov.uk

Appendix 1: Other Plans

We have endeavoured to write a Well-being Plan that is targeted and focused. As such the plan does not include all the work that is going on in Newport that contributes to the Well-being Goals.

There are a number of other partnerships that deliver on specific agendas in Newport and at a regional level. We have ensured that the actions identified in the plan complement and support other work and do not duplicate efforts.

Some of the other main partnerships and plans are listed below:

Cardiff Capital Region (CCR)

The CCR City Deal is an agreement between the UK government, the Welsh government and the ten leaders of the local CCR. The ten local authorities are Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taff, Torfaen and Vale of Glamorgan.

The overarching goal of the City Deal is to generally improve economic conditions in the area, the specific aims of the CCR can be summarised to: improve productivity; tackle worklessness; build on foundations of innovation; invest in physical and digital infrastructure; provide support for business; and ensure that any economic benefits are felt across the region. A core project of the City Deal is the delivery of an integrated South Wales Metro.

The UK Government and Welsh Government have committed £1.1bn to the City Deal – which is supported by an additional £120m committed from the 10 local authority partners.

Gwent Strategic Well-being Assessment Group (GSWAG)

This group was set up to share best practice across the Gwent area in the development of the Well-being Assessments and the Well-being Plan. Representatives from the five local authorities Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen, Natural Resources Wales, South Wales Fire & Rescue Service, Public Health Wales representing Aneurin Bevan University Health Board, Gwent Police Heddllu, Police & Crime Commissioner's Office and the Gwent Health and Social Care Transformation Team are members of the group.

This group has worked on a number of regional projects to assist in the well-being planning work. Most recently they have developed a set of regional priorities that could be worked on across the Gwent area.

Regional Partnership Board (RPB) - Joint Area Plan

The Social Services & Well-being (SSW) (Wales) Act 2014 requires a Joint Area Plan to be developed on the local health board footprint. The joint area plan should set out the specific care and support services proposed to be provided or arranged in relation to each core theme. The core themes are children and young people, older people, health and physically disabled people, people with learning disabilities and autism spectrum disorder, mental health, sensory impairment, carers who need support and violence against women, domestic abuse and sexual violence. This plan will be published in April 2018 and the Gwent RPB will be responsible for implementing the plan in the greater Gwent area (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen).

Gwent-wide Adult Safeguarding Board (GWASB)

The GWASB is the forum responsible for the strategic leadership, monitoring and reviewing of adult safeguarding practice in Gwent; and is as an opportunity for partners to work together across the region, to

embed interagency partnership for the strategic leadership, monitoring and reviewing of adult safeguarding practice.

South East Wales Safeguarding Children Board (SEWSCB)

Safeguarding and promoting the welfare of children requires effective coordination in every local area and the SSW Act puts in place regional Safeguarding Children Boards, which are the key statutory mechanism for agreeing how the relevant organisations in each local area will cooperate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do. The SEWSCB has replaced the five former Local Safeguarding Children Boards in Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen.

South East Wales Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) Partnership Board

The VAWDASV (Wales) 2015 Act aims to improve the Public Sector response by providing the strategic focus to improve the arrangements for the prevention, protection and support for individuals affected by such violence and abuse.

The SE Wales VAWDASV board has been established to provide the governance vehicle for the regional partnership for related services. The Board parallels the SE Wales SEWSCB and GWASB. All three boards will link together to provide a framework of safeguarding governance and will ensure that communication links exist with strategic multi-agency partnerships working across the region including the RPB.

Gwent Substance Misuse Area Planning Board (APB)

The APB covers Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and contains representatives of these five local authorities; membership is also drawn from Aneurin Bevan University Health Board (ABUHB), Gwent Police, National Offender Management Service (NOMS), Aneurin Bevan Gwent Public Health Team and a representative for service users and carers. The Gwent APB provides advice and support to responsible authorities in order to plan, commission and monitor delivery of high quality treatment and prevention services that are based on the needs of substance misusers, families and communities. The APB currently discharges an annual regional SMAF budget of £4.4m on behalf of the 5 local authorities to provide adult and young person's drug, alcohol and family support services within the region.

Gwent Police & Crime Plan

The Gwent Police and Crime Plan – Delivering a Safer Gwent was published in April 2017. This plan sets out the Police and Crime Commissioner's police and crime priorities for Gwent for the next three years. The priorities identified in the plan are crime prevention, supporting victims, community cohesion, tackling antisocial behaviour and effective service delivery. This plan is overseen by the Police and Crime Panel. The Gwent Police and Crime Panel provides support and challenge to the Commissioner by way of whether the aims of the plan have been achieved.

Gwent Local Criminal Justice Board

The Gwent Local Criminal Justice Board (GLCJB) is a non-statutory partnership which brings together the core criminal justice agencies together with a range of key stakeholders in order to improve the efficiency and effectiveness of the local criminal justice system.

The GLCJB is responsible for delivering area level contributions to deliver a fair, efficient and effective Criminal Justice System.

Newport Economic Network (NEN)

The NEN was established in 2014, with representatives from business, education, housing, sport, Welsh Government, leisure, tourism and the city council. The purpose of the network is *“a collective of stakeholders with a mutual interest to promote and develop the economy of Newport. The network will identify key priorities, marshal resources and co-ordinate activity to deliver economic opportunities for all communities across the city”*.

This page is intentionally left blank



Report

Cabinet

Part 1

Date: 18 April 2018

Subject **Social Services and Wellbeing Act: Regional Area Plan**

Purpose To present the regional Area Plan required under the Social Services and Wellbeing Act and set out how it complements the Well-being Plan required under the Well-being of Future Generations Act.

Author Strategic Director - People
Theme Lead - Gwent Health and Social Care Transformation Team

Ward All

Summary The requirement to produce a regional Area Plan is a statutory duty on local authorities and health boards as part of the Social Services and Wellbeing Act. The Area Plan sets out how the priorities identified in the statutory regional population needs assessment (PNA) in relation to people requiring care and support, will be delivered in partnership and through integrated working.

Proposal **To adopt the Area Plan in principle.**

Action by Strategic Director - People

Timetable Immediate

This report was prepared after consultation with:

- Head of People and Business Change
- Head of Law and Regulation
- Head of Finance
- Policy, Partnership & Involvement Team
- Service Manager, Adult & Community Services

Background

The Social Services and Wellbeing Act (Act), in Part 2, section 14, requires that local authorities and local health boards jointly carry out an assessment of the needs for care and support in relation to the Gwent region's population. The Gwent regional population needs assessment (PNA) report was agreed and published on 1st April 2017 and set out priorities over specific core themes:

- children and young people
- older people
- health / physical disabilities
- learning disability/ autism
- mental health
- sensory impairment
- carers who need support; and
- violence against women, domestic abuse and sexual violence.

Following the publication of the regional PNA report each local authority and health board are required to prepare and publish an Area Plan setting out the range and level of services they propose to provide in response to the PNA. Area plans must include the specific services planned in response to each core theme identified in the population assessment. As part of this, area plans must include:

- the actions partners will take in relation to the priority areas of integration for Regional Partnership Boards;
- the instances and details of pooled funds to be established in response to the population assessment;
- how services will be procured or arranged to be delivered, including by alternative delivery models;
- details of the preventative services that will be provided or arranged;
- actions being taken in relation to the provision of information, advice and assistance services; and
- actions required to deliver services through the medium of Welsh.

The first area plans must be published by 1 April 2018 and there will be a need to ensure links between the Area Plan and the local authority Well-being Plans required under the Well-being of Future Generations Act. Although the definition of wellbeing is slightly different in each Act, there are synergies to gain, and duplication to avoid by linking the plans. Local officers have been working closely to avoid duplication and identify areas of synergy and joint working. Links to NNC's Corporate Improvement Plan and ABUHB Intermediate Medium Term Plans will also need to be established, as well as alignment to the Neighbourhood Care Network plans in each of the GP cluster areas.

The Area Plan and previously the PNA, were developed through extensive engagement with the regional citizen panel, provider forum and regional executive director leadership group; as well as local groups such as youth forums, older people's forums, carers groups and parenting networks. Members of the Regional Partnership Board attended the recent 'Families Love Newport' event to consult on the Area Plan as well as engaging with NCC's citizen panel with nearly 200 questionnaires completed with 91% agreeing that 'the Area plan set out *'the actions needed to ensure partners work together'* and 85% agreeing that *'the Area plan focuses on people who need support'*.

Some of the wider regional emerging areas of interest are also set out below and further engagement is planned during the consultation period:

- An ageing population brings many opportunities, however there are also challenges for service provision and increases in the number of people living with long term conditions.
- Loneliness is a growing concern.
- Across the region there are high levels of social capital and volunteering. By taking an asset and placed based approach there is an opportunity to improving well-being.
- Increasing support is required for Looked After Children across the region

- Adverse childhood experiences have a negative impact on people’s long term health and economic prospects and can be perpetuated through the generations.

The first area plans must be published by 1 April 2018 and there will be a need to ensure links between the Area Plan and the local authority Well-being Plans required under the Well-being of Future Generations Act to facilitate collaborative working between the 2 legislative duties and avoid duplication. Links to NCC’s Corporate Improvement Plan and ABUHB Intermediate Medium Term Plans will also need to be established, as well as alignment to the Neighbourhood Care Network plans in each of the GP cluster areas.

Financial Summary

- The financial implications will be explored more robustly through the delivery of the regional Area Plan and will involve the administration and delivery of the regional Integrated Care Funded projects, exploring joint commissioning opportunities and pooled budgeting.

Risks

The Area Plan is a high level regional action plan that sets out areas for joint working. If NCC do not provide comments and/or agree to priorities there will be a risk of little or no regional working

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?
Lack of regional working and joint commissioning	M	L	Elected members and senior strategic leaders are members of the Regional Partnership Board, Leadership Group and underpinning strategic partnership which oversees the Area Plan and will ensure the needs of Newport citizens and NCC are represented	JH

Links to Council Policies and Priorities

- Wellbeing Assessment (Wellbeing of Future Generations Act)
- Local Well-being Plan 2018-23 (draft)
- Corporate Improvement Plan

Options Available and considered

1. Undertake further consultation on the Area Plan before adopting in principle.
2. Provide comments and adopt Area Plan in principle.

Preferred Option and Why

- Provide comments and adopt Area Plan in principle.

This is the preferred option to enable NCC to provide formal consultation comments in relation to statutory regional Area Plan within the required timeframes. The benefits expected are more opportunities for regional working, joint commissioning and maximising of resources.

Comments of Chief Financial Officer

The Area Plan has potentially very significant financial implications for the Council not only in changing and developing services to meet the stated needs of the population but also in collaboration working and pooled funds etc.

These will need to be developed more fully in due course as developments emerge and reported, as appropriate, for further formal approvals. It will also be important that these are factored into the Council's MTFP as needed.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. The Council has a statutory duty under the Social Services and Wellbeing Act (Wales) Act to carry out a joint Population Needs assessment with the local health board in relation to care and support within the Gwent region. A joint Area Plan must then be prepared to set out the services which are planned to be delivered locally in order to meet the social care needs identified in PNA. The draft Area Plan has been prepared in accordance with the legislation and statutory guidance and has been the subject of extensive engagement and consultation. The objectives and priorities identified in the Area Plan are also consistent with the Council's well-being objectives. Cabinet is now required to formally approve the Area Plan on behalf of the Council.

Comments of Head of People and Business Change

The Regional Area Plan meets all of the sustainable development principles of the Well-being of Future Generations Act 2015, and is complementary the One Newport Public Services Board Wellbeing Plan. This is detailed overleaf.

The regional planning board has considered the protected characteristics in the development of the Area Plan and will also include a full Equality Impact Assessment that will be published following publication.

From an HR perspective there are no staffing implications

Scrutiny Committees

This report is been shared with scrutiny members as an information report, and any comments will be reported to the Cabinet for consideration ahead of their meeting.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership.

The RPB has considered the protected characteristics in development of the Area Plan and will also include a full Equality Impact Assessment that will be published following publication.

Children and Families (Wales) Measure

The Area Plan sets out priorities under the statutory core theme of Children and Young People.

Wellbeing of Future Generations (Wales) Act 2015

The Social Services and Wellbeing Act shares similar principles to the sustainable development principle put into place by the WFG Act. The Area Plan will evidence actions to progress the following WFG principles:

- Long term / Prevention: The regional plan sets out to provide services that will promote the prevention of escalating need and the right help to be available at the right time Integration: This regional plan will strongly support two of the Newport City Council's Well-being Objectives
 - To enable people to be healthy, independent and resilient
 - To build cohesive and sustainable communities

- Collaboration: The new legislative framework in Wales, requires a step change in the pace of partnership working and collaboration. Whilst many challenges will remain in overcoming organisational boundaries, and cultures, a set of shared working principles in addition to the principles in the Act have been adopted by the Gwent Regional Partnership Board, to provide consistency and quicken the pace by which we can work collaboratively to transform and re model services. These are set out on [pages 13 and 14 of the regional plan.
- Involvement: People are at the heart of the Social Service & Well-being Act principles by giving them an equal say in the support they receive. The regional plan focuses on priorities that have been highlighted by citizens

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

Comments received from wider consultation, including comments from elected members have been considered in identification of the priorities and actions included in the Area Plan.

Background Papers

None.

Dated: 11 April 2018

This page is intentionally left blank



Regional Area Plan

2018/19

Social Services and Well-being (Wales) Act 2014



CONTENT

	Page
<u>Foreword</u>	3
<u>Introduction</u>	
• Our Vision	5
• Area Plan Outcomes	7
<u>Background</u>	
• Strategic context	11
• Population Needs Assessment	11
• Area Plan guidance	12
• Focused work with minority groups	13
• Partnership working	13
• Who developed the plan?	14
<u>Integrated Working</u>	
• The role of the Regional Partnership Board	15
• Developing an integrated system of care and well-being for Gwent	15
• Integration of services – Part 9 Social Services and Well-being Act	16
• Integrated Care Funding	17
• Governance, assurance and monitoring the Area Plan	18
• Enablers	21
<u>Appendices</u>	
<i>Appendix 1 Core Theme action plans</i>	
• <i>Children & Young People</i>	24
• <i>Older People, including People with Dementia</i>	27
• <i>Health & Physical Disabilities</i>	30
• <i>Mental Health</i>	32
• <i>Learning Disability</i>	36
• <i>Sensory Loss & Impairment</i>	39
• <i>Carers</i>	43
• <i>Autism</i>	47
<i>Appendix 2: Links to Well-being of Future Generations Act and other Strategic Partnerships</i>	49
<i>Appendix 3: ABUHB Clinical Futures and Integrated system of well-being</i>	53
<i>Appendix 4: Creating an integrated workforce</i>	55
<i>Appendix 5: Welsh Government Principles of working action plans & acronyms</i>	
• <i>Joint Commissioning and Pooled Budgets</i>	61
• <i>Prevention and Early Intervention</i>	62
• <i>Information, Advice and Assistance</i>	63
• <i>New models, user led services and third sector working</i>	64
• <i>Workforce Development</i>	65
• <i>Advocacy</i>	66

FOREWORD

At the very heart of this plan, is a clear commitment from health and social care leaders, to revolutionise how we deliver services to people with a care and support need.

This was the challenge placed firmly at the door of the Regional Partnership Board by the Parliamentary review, it is one that underpins this plan, and the achievement of a sustainable, integrated system of health, care and wellbeing across Gwent.

This plan is a clear statement of our intent to improve how we deliver services for those in need of health and care support. We have identified through our population needs assessment that for children with complex needs, older adults, carers and those with physical, mental and sensory disabilities, we must improve how we provide a seamless pathway of care, we have agreed that we must change, improve and deliver.

When I meet with local service user groups, and speak with families and patients I hear many wonderful stories about the difference our services make to the lives of people living in Gwent. Yet still too often, I also hear of the daily challenges they face of access and outcome. I want this plan to act as a catalyst for the revolution that is required within and across our services, so that more often than not the experience of our patients and their families is positive and seamless.

To do this will require courage and strong collaborative leadership. We must tackle head on the challenges in maintaining our care workforce, particularly in areas like domiciliary care, where we know supermarkets can pay more and require less, and we must use our resources in different ways, making effective use of pooled budgets, so that it can provide greater reach in austere times.

I am confident that in Gwent, we have strong leadership and a shared vision for change. As leaders we are agreed that now is the time for decisive action to do things differently. In doing so we must not shy away from the challenges that integration brings, and we must no longer retreat behind our organisational boundaries.

Revolution must not be a word limited to these pages, it must direct transformational activity, across the region, for children and young people, for older adults, for our carers and for those with mental health and learning disabilities to deliver real improvement and lasting change.

*Phil Robson
Chair, Greater Gwent Regional Partnership Board*

We in the regional citizen panel have really appreciated the chance to interrogate officers (gently!) as they have sought to develop the Area Plan for the Gwent region, building on from a lot of good engagement with the Population Needs Assessment. I know that many groups were visited, had a chance to have their say – and joined in some discussions which could be lively at times (and all the better for it!)

It is good to see that some of this is reflected in the final Area Plan, and citizens who have different needs have had the chance to say what matters most to them. There is a challenge here for local authorities and the Aneurin Bevan University Health Board to deliver this – and we look forward to seeing the plan translate into actions, which will benefit people right across our region.

I am pleased to have the opportunity on behalf of my fellow citizen panel members, to support this work and endorse the Area Plan.

Chris Hodson Citizen Panel Chair

INTRODUCTION

Our Vision

The Gwent Area Plan for Health, Social Care and Wellbeing sets out our commitment to provide more services, closer to home. We will do this by building up a new wellbeing workforce based in the community, and developing a range of new service models, including 23 new wellbeing hubs and Neighbourhood Care Networks (NCN's). The purpose of this plan is to describe how we will deliver these improvements, for specific groups of people in Gwent, who rely on health and social services to maintain their independence, and lead healthy, active and fulfilled lives.

Our plan focuses on **adults**, to ensure they are able to maintain their independence and physical wellbeing, on **carers** who provide invaluable care and support for loved ones, on **children and young people**, to ensure their needs are met and that they have the best start in life, and on those with **mental health and learning disabilities**, to ensure they are supported, empowered and respected. The other core themes under the Social Services and Wellbeing Act are also included as key priorities: **sensory impairment, autism and violence against women and sexual violence (VAWDASV)** which will be led on by a statutory regional board. We will also lead specific work on developing new **housing** models, creating a **wellbeing workforce**, and looking at how we maximise **technology** in this digital age.

We know that finding the right services and support can often be challenging, and sometimes daunting. We want people in Gwent to be able to access the right services, at the right time and to feel empowered and supported as they do. In this plan we have committed to reforming how we do that across Gwent, by establishing more services based in the community, such as physiotherapy, diagnostic treatments and social prescribing. We will also enable health, social care and housing professionals to work alongside each other, to better support patients and service users on their journey of care.

The new wellbeing hubs will enable more services to be based together in one place, and many more services delivered closer to home, rather than having to rely either on an appointment with a GP, or attending hospital. This is part of our ground breaking 'Care Closer to Home' work and will contribute to keeping people healthy and well, being better able to self-care and to better manage their conditions.

We will develop a new wellbeing workforce, to work in and alongside the new hubs, who will be able to support, advise and signpost service users, so that it will be easier for people in Gwent to access the care they need. Social prescribers and care navigators will be two key new roles, alongside changes in how GP's and nurses work in the community alongside social care staff and third sector partners.

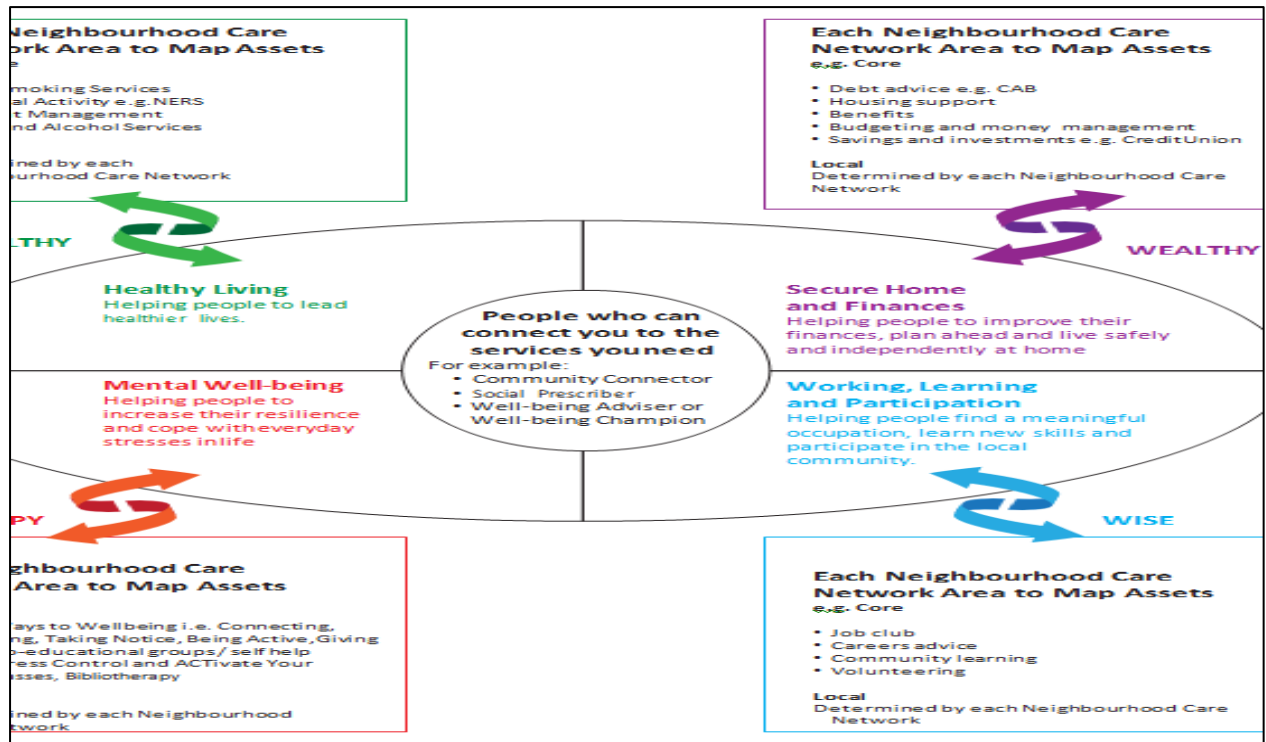
By working together collectively we intend to transform services, so that we put people at the centre of everything we do, co-producing their care and support packages, and making people and their families feel supported, listened to and safe in our care. The action described in this plan has been put together based on what

you told us, from our 'population needs assessment (PNA) which assessed the 'care and support needs' of our local population in Gwent. To do this we worked with our citizens groups, professional groups and community groups including the over 50's forum, and we posted out 10,000 questionnaires.

The Plan will:

- Set out the high level outcomes and priorities for **regional working** across health, social care and the third sector.
- Focus on priorities that have been highlighted by **citizens**
- Set out a blue print for the development of an integrated system of health, care and wellbeing. It sets out the **success measures** that will ensure **collective accountability and effectiveness** of partnership working under the Regional Partnership Board
- Set the **framework** for all health and social care partners to work together to a common agenda for the regional planning, design and delivery of integrated services for those with a care and support need.
- Focuses on areas of work across each of the priority themes areas that require **partnership working**
- Aligns to the Well-being objectives in local Well-being Plans, under the Well-being of Future Generations (Wales) Act 2015, ensuring that improving population wellbeing, is delivered in tandem with that of those with a care and support need
- Sets out how the **principles of working** under the Social Services and Well-being (Wales) Act 2014 will be delivered, especially in relation to integration and preventative working and transformational change
- '**Signpost**' to other statutory and formalised actions plans where necessary

Figure: Integrated Well-being Networks








Outcomes we want to achieve through effective integrated and partnership working










1. People are identified early if they need care or support and they are prevented from ill health or decline in wellbeing wherever possible
2. A seamless pathway of care for patients, by integrating social services, health and third sector provision at a local level
3. The development of a new locality model of integrated care through the development of the Neighbourhood Care Network (NCN) model
4. Developing an appropriate skills mix within a modernised and more integrated workforce, aligned to the population needs assessment
5. The development of active signposting through Information Advice and Assistance (DEWIS) to empower citizens to make informed choices about their healthcare needs and actions
6. Enhancing self-care through social prescribing, and new consultation methods in line with the principles of prudent health care
7. Improving the sharing of information across health and social care
8. Improved community capacity to support improved health and wellbeing behaviours
9. Reduced unnecessary hospital admissions through the provision of integrated community capacity, that is responsive and accessible



Citizen Outcomes we want to achieve and high level success measures

The measures below will form part of a comprehensive performance management framework and are included to provide a first iteration of success measures that will be monitored by the Regional Partnership Board and strategic partnerships - a more robust list of performance measures and qualitative data will be developed within the first year of the Area Plan.

Welsh Government Core Theme/Outcome Priority	Success Measures	
Children & Young People		
<ul style="list-style-type: none"> • To improve outcomes for children and young people with complex needs through earlier intervention, community based support and placements closer to home • To ensure good mental health and emotional well-being for children young people through effective partnership working 	<ul style="list-style-type: none"> ▪ Increase the number of Adverse Childhood Experience informed practitioners ▪ Increase the support available to children and families with complex needs to reduce the number of out of county placements and increase number of young people provided skills for living. ▪ Increase training and workforce development to support vulnerable children who have experienced complex developmental trauma and disrupted attachment histories. 	  
Older People		
<ul style="list-style-type: none"> • To improve emotional well-being for older people by reducing loneliness and social 	<ul style="list-style-type: none"> ▪ Reduce Delayed Transfers of Care through integrated working. ▪ Increase support for number of people living 	 



<p>isolation with earlier intervention and community resilience</p> <ul style="list-style-type: none"> To improve outcomes for people living with dementia and their carers Appropriate housing and accommodation for older people 	<p>with dementia at point of diagnosis</p> <ul style="list-style-type: none"> Increase number of Dementia Friends, Dementia Champions and Dementia Friendly Organisations 	
Health & physical disabled people		
<ul style="list-style-type: none"> To support disabled people through an all age approach to live independently in appropriate accommodation and access community based services, including transport. To help people reduce the risk of poor health and well-being through earlier intervention and community support 	<ul style="list-style-type: none"> Decrease duplication of services for children with complex health needs and disabilities through integrated services for children with additional needs (ISCAN). Reduce duplication of resources to promote well-being through alignment with 5 Public Service Board Well-being plans 	 
People with Learning Disabilities		
<ul style="list-style-type: none"> To support people with learning disabilities to live independently with access to early intervention services in the community; and greater public awareness and understanding of people with learning disabilities needs 	<ul style="list-style-type: none"> Increase number of social opportunities through 'My Mates' Increase employment opportunities for people with learning disabilities 	 
Mental Health		
<ul style="list-style-type: none"> Increased understanding and awareness of mental health amongst the public to reduce stigma and help people to seek support earlier. To improve emotional well-being and mental health for adults and children through early intervention and community support. 	<ul style="list-style-type: none"> Increase the numbers of service users accessing IAA services and being signposted onto the most effective intervention Maintain the 12% of people in employment through Growing Space and the Gwent Mental Health Consortium Increase emotional well-being support in schools through identified best practice 	  
Sensory Impairment		
<ul style="list-style-type: none"> Ensure people are supported through access to accurate information, assistance and 'rehabilitation' where required Improve emotional well-being especially through peer to peer support 	<ul style="list-style-type: none"> Reduce waiting lists for people to access eye tests Increase enhanced Eye Health Examination 	 

Carers who need support		
<ul style="list-style-type: none"> • Support carers to care through flexible respite, access to accurate information, peer to peer support and effective care planning • Improve well-being of young carers and young adult carers through an increased public understanding 	<ul style="list-style-type: none"> • Increase number of befrienders providing flexible respite for carers • Increase the number of schools involved in the Young Carers awards scheme • Increase number of GP surgeries that are 'Carers aware' 	
Autism		
<ul style="list-style-type: none"> • To provide more timely diagnosis of Autistic Spectrum Disorder and access to support services and information and advice 	<ul style="list-style-type: none"> • Reduce waiting times for adult diagnostic assessments • Increase awareness of the service (number of referrals) and going forward increase 'how many people demonstrate improved outcomes' • Individuals with autism and their families have increased direct access to specialist support through a self-referral model 	
Violence against women domestic abuse and sexual violence		
<ul style="list-style-type: none"> • Provide earlier intervention and safeguarding arrangements to potential victims through 'Ask and Act' • Safeguard victims, including men, through effective partnership support 	<ul style="list-style-type: none"> ▪ Measures will be identified by VAWDASV Board 	

BACKGROUND

Strategic context

The Plan has been written to reflect the national direction of travel established in Welsh Government's '*Prosperity for All*' and to translate the requirements of the Social Services and the Well-being (Wales) Act, Well-being of Future Generations (Wales) Act and the new national plan for health and social care into measurable and substantive action.

In line with Welsh Government's ambition outlined in '*Prosperity for All*' and the Parliamentary Review of Health and Social Care, there is a clear expectation of service transformation, to provide more integrated, sustainable and responsive care and support services. This includes an enhanced focus on prevention, early intervention and providing more care closer to home and the Area Plan is predicated on these services areas. The plan confidently articulates the intention to develop a range of new models of integrated services, e.g. '*Integrated Wellbeing Networks*', further development of the Neighbourhood Care Networks model – which is unique to Gwent – models of care for children with complex needs, '*Care Closer to Home*' and models of rehabilitation for sensory impairment and whole person model for mental health crisis. In addition, the infrastructure required to deliver the vision is a prominent commitment, with proposals to deliver new urgent care hubs, and primary care health and well-being centres including ones in Newport East and Tredegar by 2021.

The Social Services and Wellbeing (Wales) Act 2014 provides the new legal

framework, for the development of a new statutory partnership landscape, in terms of planning, designing, funding and commissioning integrated services for those people with a care and support need in Gwent. It enables a stronger emphasis to be placed on the development of early intervention and prevention services, co-production with those in need of care and support, and improved wellbeing as the driver of all activity. Underpinning the plan are the principles of working established in the Wellbeing of Future Generations (Wales) Act 2015, to ensure that in the planning and delivery of services, we are actively considering how the wellbeing of future generations is improved.

As the plan has been developed, it has been done so in tandem with the development of the required Public Service Board's (PSBs) Well-being Plans, to ensure duplication is avoided and a shared approach to improved well-being is established. To this end we will develop a Memorandum of Understanding between the PSB's and the Regional Partnership Board, ensuring our activity is complementary and aligned.

Population Needs Assessment

The Social Services and Well-being (Wales) Act 2014 introduced a duty on local authorities and local health boards to prepare and publish a Population Needs Assessment (PNA) of the needs of people requiring care and support, including carers who need support. A code of practice was published to support the PNA process and set out 8 core themes for the population assessment

- Children & Young People
- Older People, including People with Dementia
- Health & Physical Disabilities
- Mental Health
- Learning Disability & Autism
- Sensory Loss & Impairment
- Carers
- Violence Against Women, Domestic Abuse & Sexual Violence

Core themes are not addressed in isolation and there is an element of cross cutting working. In addition to the above, the Regional Partnership Board identified other priority themes as cross cutting and include

- Substance misuse
- Adult protection, child protection and safeguarding
- Housing
- Autism

The PNA code of practice also sets out the statutory duty to undertake an assessment of need across the region, identification of the range and level of services required and the definition of Well-being, per the Social Services and Well-being Act. The regional PNA report also sets out, for each core theme:

- What we know - what did the population assessment tell us?
- What we are doing currently
- How the priorities meet the principles of the Act and how this fits with well-

- being under the Act
- Who helped us develop the priorities
- High level key Actions

The PNA report was developed by the Regional Partnership Board and was published 1st April 2017 – a full report is included [here](#) and includes further detail in relation to above points, and the matrix used to identify the priorities under each core theme.

Area Plan guidance

This Area Plan sets out the response of the Regional Partnership Board to the findings of the regional PNA report and has been prepared to meet the requirements of the statutory guidance in relation to Area Plans under section 14A of the Social Services and Well-being (Wales) Act 2014. The Act requires description of the range and level of **integrated** services proposed to be provided or arranged to deliver the priorities identified under each of the core themes. As part of this, joint area plans must include:

- the actions partners will take in relation to the priority areas of integration for regional partnership boards;
- the instances and details of pooled funds to be established in response to the population assessment;
- how services will be procured or arranged to be delivered, including by alternative delivery models;
- details of the preventative services that will be provided or arranged;
- actions being taken in relation to the provision of information, advice and assistance services; and
- actions required to deliver services through the medium of Welsh.

The RPB will undertake a full impact analysis and ensure the Area Plan meets requirements as set out in the Welsh Language strategic framework 'More than Just Words' and that a full Equality Impact Assessment is published alongside this plan

Focused work with minority groups

We have engaged the views of those who would otherwise be hard to reach and marginalised including those of minority groups such as homeless people and travellers. We have used existing mechanisms to engage with vulnerable groups such as those set out below:

- Looked After Children and young carers
- People in secure estates and their families
- Homeless people
- Lesbian Gay Bisexual Transgender (LGBT) community
- Black Minority Ethnic groups
- Military veterans
- Asylum seekers and refugees

Partnership Working

The new legislative framework in Wales, requires a step change in the pace of integration, partnership working and collaboration. Whilst many challenges will remain in overcoming organisational boundaries, and cultures, a set of shared working principles in addition to the principles in the Act have been adopted by the Gwent Regional Partnership Board, to provide consistency and quicken the pace by which we can work collaboratively to transform and re model services.

Gwent RPB principles of joint working:

‘By working in collaboration, with a focus on long term sustainability we will transform services, to provide more care closer to home, improving well-being, and citizen outcomes.’

We will adopt:

- An integrated approach to planning and service development
- A shared approach to workforce development and sustainability
- Development of shared financial arrangements
- Enabling those with a care and support need to be informed and able to self-manage their care
- A seamless service pathway of care which is truly citizen centred

Who developed the plan?

This Area Plan has been developed by the Regional Partnership Board through engagement with citizens, partners and providers across the region (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen). The views of citizens is paramount to the development of the Area Plan and to ensure the actions identified will be effective, and help develop support services required going forward to help people support themselves in the future. The regional citizen panel and provider forum have also been key partners in ensuring the identified actions are focussed on the needs of citizens and partners.

This Area Plan has been overseen by the Regional Partnership Board and third sector partners. The individual core themes sections have been developed by strategic partnerships and supported by the regional Leadership Group. The following strategic groups have coordinated related core theme sections

Strategic Partnership	Core Theme
-----------------------	------------

Children and Families Board	Children and Young People
Older People Strategic Partnership	Older People, Health and Physical Disabilities and Sensory Impairment
Carers Board	Carers
Mental Health & Learning Disabilities Partnership	Mental Health, Learning Disabilities and Autism
VAWDASV Partnership Board	Violence Against Women, Domestic Abuse & Sexual Violence

Other strategic partnerships such as the Substance Misuse Area Planning Board, Safeguarding Boards and the Health, Social Care and Housing Partnership will also play a lead role in ensuring cross cutting themes such as substance misuse, safeguarding and housing are aligned in this Area Plan. The Regional Partnership Board (RPB) will set the partnership framework for the above partnerships to link, align priorities and avoid duplication.

INTEGRATED WORKING

The role of the Regional Partnership Board

The Regional Partnership Board are the strategic leaders, whose role it is to deliver the ambitions in this plan into a lasting reality. Whilst the plan sets out the ambition and activity, a programme of organisational development has been established for the regional partnership board to ensure effective leadership, oversight and accountability in achieving the aims of the plan.

For the ambitions set out in the plan to be achieved it is crucial that there is an effective process of critical challenge and review to ensure that the pace of activity and the outcomes we want to see are being achieved. To do this a programme of organisational development has been established for the RPB and includes

- Ongoing review of the area plan
- Map and review the progress of partnership arrangements across the region
- Explore potential models of more integrated governance becoming an enabler for change

- Redirect resources across the region towards addressing challenges in workforce recruitment and retention,
- Ensure the RPB has the right resources and capacity

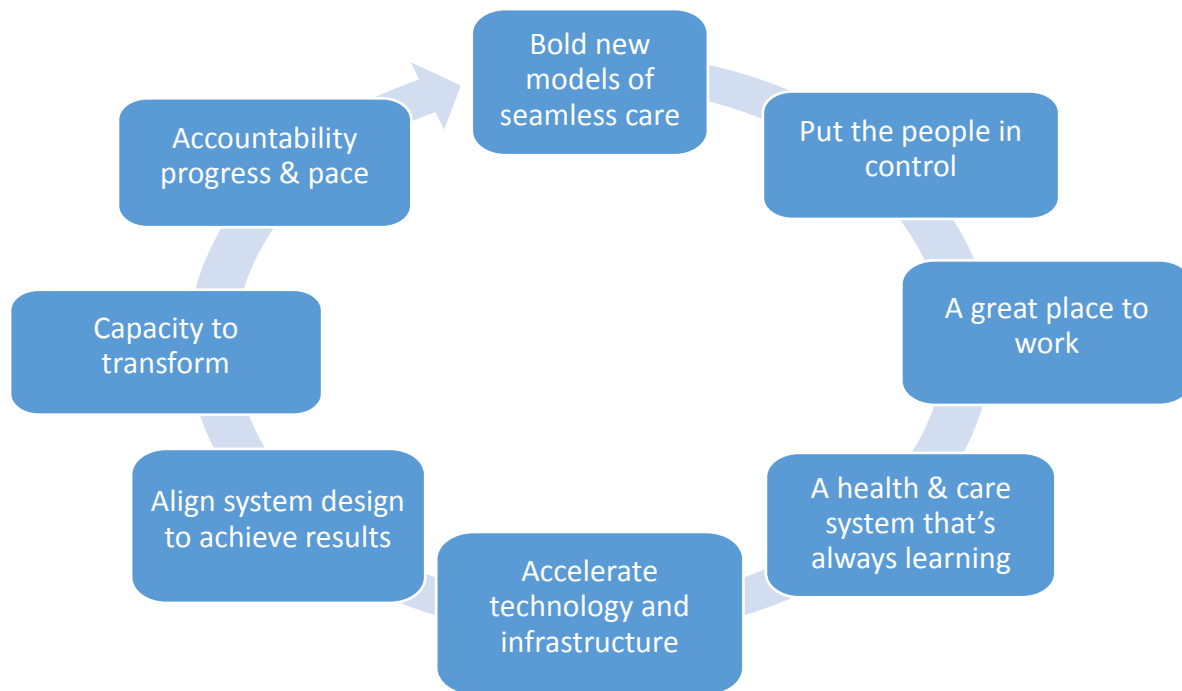
Developing an Integrated System of Care and Well-Being for Gwent

The Parliamentary Review into Health and Social Care in Wales states that the:

“Growing demand for care in the face of modest economic growth means that health and care services must change and adapt to best meet need and help people achieve the outcomes they desire. As we will show, the health and care system is not sustainable into the future in its current form; change which delivers major improvement to services is urgently required much faster than in the past”.

The shared ambition of partners across Gwent is to create a new system of integrated services for those with a care and support need, where more care is provided closer to home in a seamless integrated pathway. We will do this by developing new health and wellbeing hubs, implementing and growing our network of neighbourhood community networks (NCN's), developing regional integrated services for people with complex needs, and designing new more sustainable models of care for children, older adults and those with mental health or learning disabilities.

Our intention through the Gwent Area Plan is to re-model services to reduce unnecessary complexity and deliver a more integrated, inter-professional way of working across health and social care. We have developed a new 'transformational' model focused on 'place based care', with services operating on a local population basis, supported by more specialist expertise at a wider level. The delivery mechanism is the Neighbourhood Care Network Model (NCN), unique to Gwent, with local integrated partnership boards providing leadership, governance and accountability at a local authority level.



The system is predicated on the shared agreement by both Health and Local Government to provide more care closer to home, to reduce a reliance on primary care services, and prevent unnecessary hospital admissions. The system will build on the existing innovation across Gwent, and use the NCN footprint, as the basis from which services will be planned and delivered, around a model of community well-being.

The establishment of five strategic thematic partnerships provides an engine room for delivery, with dedicated programmes of work, and specific outcome measures in place across each. Delivery will be through the local 'Integrated Partnership Boards', and NCN model, ensuring a collaborative approach to planning and delivery from a regional level, to localities.

The plan articulates how we intend to do this, and deliver integrated services, which improve the well-being of the population of Gwent over the next three years; it establishes a set of outcomes, measures and milestones and appropriate governance arrangements, to provide assurance to the Regional Partnership Board and Cabinet Secretary (further details are included in the appendix 3).

Integration of Services – Part 9 Social Services and Well-being Act

The Well-being of Future Generations Act sets out integration as one of five sustainable development principles however there is no set definition for 'Integration' under the Social Services and Wellbeing Act or supporting codes of practice. Under Part 9 of the Act Regional Partnership Boards (RPB) are required to prioritise the integration of services in relation to:

- Older people with complex needs and long term conditions, including dementia.
- People with learning disabilities.

- Carers, including young carers.
- Integrated Family Support Services.
- Children with complex needs due to disability or illness.

For the purpose of this Area Plan the Regional Partnership Board will adopt a principle of integration based on the following areas of working

- ***Joint commissioning of services and pooled budgets***
- ***Joint workforce development and training***
- ***Consistent and portable assessment processes including outcome and distance travelled toolkits***
- ***Co-located teams***
- ***Sharing of resources***
- ***Similar understanding of information provision and consistent key messages to citizens***

The above definition of integration will be adopted when implementing the Area Plan and there is an expectation that the strategic partnerships charged with implementing the Area Plan will consider the above areas of work when delivering actions to achieve the identified outcomes.

Integrated Care Funding

The Social Services and Well-being (Wales) Act 2014 sets out statutory duties for regional partnership boards which bring together health, social services, the third sector and other partners to take forward the effective delivery of integrated services in Wales. Welsh Government have provided an Integrated Care Fund to support regional partnership boards to work together to support: frail and older people, people with a learning disability, children with complex needs due to disability or illness and carers, including young carers. The fund helps support older people to maintain their independence and remain at home, avoiding unnecessary admissions to hospital or residential care and delays when someone is due to be discharged from care. It is also being used to support the Integrated Autism Service for Wales, and the roll out of the Welsh Community Care Information System across Wales.

Integrated Care Funding guidance states:

‘All schemes and activity that the ICF is utilised to support must address care and support needs identified in a region’s combined population assessment report’.

The RPB will ensure all ICF projects are aligned to the priorities and actions in the Area Plan.

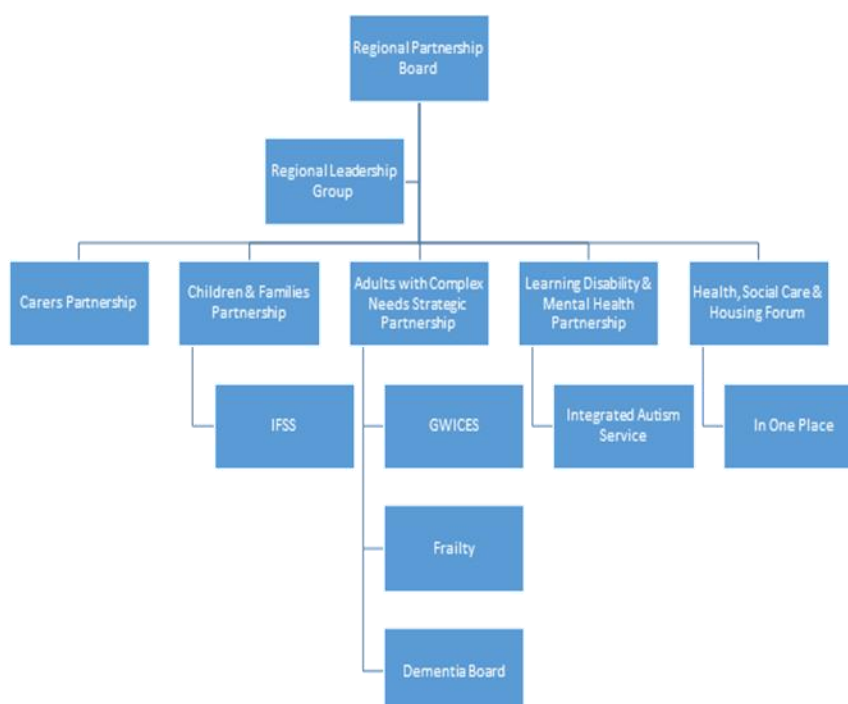
Governance, Assurance and monitoring the Area Plan

The aspirations encapsulated within this plan are ambitious, and for a step change in the pace of collaboration, of partnership working and service transformation. It is therefore crucial that there is effective governance and assurance mechanisms in place through the Regional Partnership structure.

A regional Governance framework has been established to support the work of the Regional Partnership Board, and to provide assurance on the delivery of the activity committed to within the report. This framework will ensure all individual partner agencies are able to partake effectively in decision making, alongside their oversight and scrutiny roles.

The Regional Partnership Board, is supported by a strategic 'Leadership Group' comprised of senior offices providing a strong emphasis on collective leadership and ensuring the aims of the RPB are translated into core business back in partner organisations.

Five thematic strategic partnerships have now been formed, to direct and deliver the activity committed to in this plan for those specific population groups identified in the needs assessment. Each partnership is co-chaired by senior leaders from Health and Social Care, who are on the Leadership Group and have led on the development of the core theme action plans (see appendix 1). Each of the five strategic partnerships have a common set of terms of reference agreed, and are each developing a common mission statement, to articulate clearly their ambitions for delivery in the years ahead. This is supported by a common set of terms of reference for the integrated partnership boards.



Some pre-existing regional arrangements have now been brought into the new integration partnerships. This includes the Dementia Board, GWICES and Frailty – all of which now come under the Gwent Adults strategic partnership. Frailty previously had a Board providing strategic oversight, and an Officer Support Group, bringing together the operational lead staff. Most members of the Frailty Board are also members of the RPB, and it is recommended that the former is subsumed into the latter.

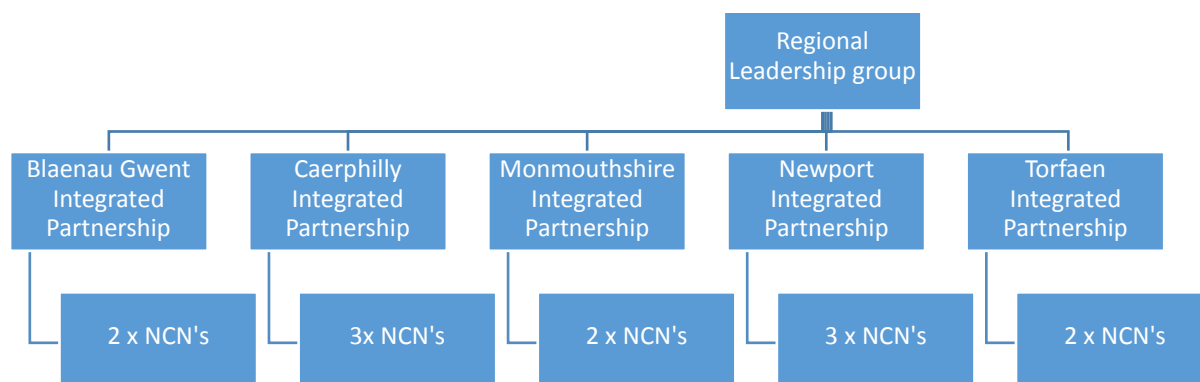
A new governance framework for Gwent is currently under development that will provide a clear process and line of sight between the 5 public service boards and the Regional Partnership Board, and to the Integrated Partnership Boards at a local authority level. In addition a Memorandum of Understanding will also be developed to align and coordinate work between the RPB and PSB's.

Support to the RPB, Leadership Team and Strategic Partnerships is provided by the regional transformation team, who have an important role to play in connecting with the support officers for every integrated body here.

Locality Partnerships – 'Vehicle for Delivery, Drivers for Change'

At a local authority level, Integrated partnership boards have been established to act as the local drivers of change, translating the regional commitments into appropriate locality based activity. For example the Newport Integrated Board will provide oversight on the development of the proposed Ringland Health and Wellbeing Hub.

Clearly integrated working needs to be considered at a regional level in terms of strategic direction, oversight and impact. However, implementation has to be taken forward at a locality (local authority) level, being mindful of those services, structures and demands. These bodies do have some oversight of Neighbourhood Care Networks (NCN's) which are specific to ABUHB, having a management structure within that organisation, but needing to have strong partner connection at local level. This is represented in the diagram below



How we will monitor the Area Plan – Performance Management

It is crucial that the RPB monitor and evaluate the core theme action plan sections to ensure effective governance. Each core theme section will set out success measures to be reported to the RPB and a performance management framework and reporting structure will accompany the Area Plan and set out

- Position statement – where we are and the curves we have turned
- Progress factors – story behind the curves
- Successes – good practice identified
- Challenges – barriers to progress
- Next steps – what the RPB are being asked to support

The success measures identified in the core theme sections reflect performance measures in the National Outcomes Framework, Public Health Outcome Framework and the NHS Outcomes Framework. The RPB will also reference and align to the performance measures in local Well-being Plans and Local Authority Improvement Plans; and consider data development through the implementation of the Area Plan as some success measures may not be currently measured.

- The RPB will produce an annual report on activity and outcomes and quarterly progress updates
- The RPB will develop a programme of organisational development to ensure its effectiveness in leadership and oversight
- The RPB will ensure reports are issued by the RPB to the appropriate health and local government assurance process
- The strategic partnerships will be required to report quarterly to the regional partnership board on activity, and effectiveness

What is being done elsewhere in the region and how do we know it is being addressed?

The RPB will align the performance management process with existing reporting frameworks (Area Planning Board, VAWDASV Board, and Safeguarding Boards) to ensure priorities are being supported. The PRB will also explore governance arrangements and shared reporting with local Public Service Boards to ensure effective alignment across the Area Plan and 5 Well-being plans.

Enablers

To deliver the ambition established within this Area Plan for Gwent, there are significant areas of challenge which must be overcome, to ensure ambition can be translated into reality. Whilst these are dealt with through the specific partnerships as overarching themes, it is prudent to identify them at the front of the plan.

A) Information Technology (IT)

There must be a strong emphasis on the ability of IT to help develop enhanced services including through the implementation of DEWIS, my health online, SMS reminder services, telehealth, telecare, the implementation of WCCIS, development of mobile working for professionals and ambulatory diagnostics. The WCCIS programme will deliver service redesign for care across health and social care. Mobility is being tested out as readiness to WCCIS, as part of patient flow evaluation and with corporate departments in the AGILE programme. A business case is being developed, this deliverable will be updated once the business case is complete. In addition Telehealth Pilots will be delivered for out of hours Care Homes, Prisons and Tele-swallowing (speech & language therapy). The pilots will provide the learning for scaling up delivery and support of telehealth solutions.

B) Integrated financial systems and incentives

The development of a statutory regional board, will enable funding decisions to be made strategically and in partnership, for health and social care services, where partnership activity is required. Continued austerity has presented challenges for both local authorities and health boards in managing demand, whilst investing in new services. In line with the spirit of the legislation pooled budget arrangements, will be a valuable tool for some services areas, where we can align financial resources with outcomes, to create value for the whole system. But this remains an area of significant challenge, with governance arrangements and different organisational boundaries. As part of the delivery of the plan work will continue to consider how across Gwent, resources can be better aligned physically, and virtually to allow for mechanisms to allow resources to flow across organisational boundaries to achieve change.

C) Workforce

Ensuring there is a strong and sustainable workforce across health and social care is imperative, and that the spirit of the Act is translated into regional shared organisational development programmes. This is why in Gwent we have established a regional workforce development Board, the Board will work in partnership with the four strategic partnerships to ensure that workforce development needs, recruitment and retention remain prevalent. Critical challenges will be around the domiciliary care workforce and the establishment of 'integrated multi-disciplinary community teams' – it is proposed that this is taken forward as the 'wellbeing workforce'.

D) Housing

Welsh Government's Prosperity for All: The National Strategy (2017) recognises that "good housing plays a critical role in healthy, independent ageing" Appropriate housing options can contribute to people living safely and independently in their own

homes despite functional decline due to ageing. Providing graduated housing solutions, proportionate to individual need, has the potential to enable older people to realise their aspirations in later life and live happily, healthily, safely and independently in their own homes and prevent them from having to enter residential or nursing care homes.

Developing new models of care for vulnerable and older adults with complex needs is a critical need, it will ensure people are supported to remain in their homes, which are developed to accommodate the specific needs of an ageing population. The Health, Social Care and Housing forum, have started to develop a programme of work which will provide leadership and strategic direction from which to develop new service specifications, and the development of an older peoples housing needs assessment, taking account of forward aspirations, will be an important tool as a key step forward. ICF Capital funding will be an important enabler here, and the involvement of housing representation into the regional Leadership Group is in place for 2018.

E) Estates Infrastructure

There is a need for appropriate, effective and modernised capital infrastructure across Gwent, in order to deliver the services described in the plan. Both primary care services and adult social care provision present significant challenges, alongside questions on future viability. Whilst Integrated Care Funding has provided resources, alongside local projects this area remains one where considerable and focused activity is required. Integrated capital planning and making better use of the public sector estate are necessary, and these are shared issues that will be taken forward in partnership with Public Service Boards.


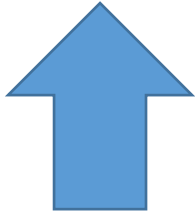

Appendix 1: Core Theme Action Plans

CHILDREN AND YOUNG PEOPLE

Regional Priority / Outcome:

- To improve outcomes for children and young people with complex needs through earlier intervention, community based support and placements closer to home &
- To ensure good mental health and emotional well-being for children young people through effective partnership working (priority under Mental Health core theme)

HOW WILL WE MEASURE SUCCESS? WE WILL

		
Increase the number of Adverse Childhood Experience informed practitioners	Increase the support available to children and families with complex needs to reduce the number of out of county placements and increase number of young people provided skills for living.	Increase training and workforce development to support vulnerable children who have experienced complex developmental trauma and disrupted attachment histories.

BY

Development of new integrated support services through Integrated Care Funding coordinated by Children and Families Board & joint delivery of the Adverse Childhood Experience agenda.

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Update / Progress measures
<p>Support Children and Family Partnership Board's review of local arrangements for children with complex needs and delivery of work programme with a focus on Looked After Children.</p>	<p>Children & Family Partnership Board</p>	<p>Respond to recommendations in consultant reports and implement appropriate next steps</p> <ul style="list-style-type: none"> • Expansion of integrated attachment service (preventing escalation of complexity for complex trauma). • Integrated assessment and planning (IAP) ISCAN for children with complex additional needs/disabilities through care coordination model • To provide alternative Gwent-wide residential provision (resource hub) supported by outreach attachment and trauma based service and an outreach skills for living team for care leavers (as part of a step up and step-down model). Considerations in relation to <ul style="list-style-type: none"> ○ Emergency, respite and crisis accommodation ○ Practical and psychological therapeutic support ○ Expand the provision of suitable move-on accommodation <p>Develop business case and appropriate service models (to include mechanism to identify cohort) where required and ensure linkage with the Health, Social Care & Housing Partnership so that this is included in their overall work plan.</p> <p>Review and coordinate integration and alignment of existing programmes e.g Integrated Family Support Services</p>	<p>March 2019</p>	<p>ICF – Capital, and appropriate link with HSC& H Partnership</p> <p>ICF funded projects</p> <ul style="list-style-type: none"> • Resource Hub • ISCAN • Attachment Service 	

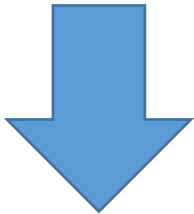


<p>To undertake a holistic mapping exercise to determine at what level services are best delivered</p>	<p>Children and Family Strategic Partnership Board</p>	<p>Develop a mapping template and hold a specific board session designed to review all complex care pathways with a view to significant service re design and consider the future models of services within the scope of the board, and to agree the appropriate service footprint i.e. regional, borough, locality</p>	<p>September 2018</p>	<p>N/A</p>	
<p>Consistent models of practice and alignment of Welsh Government's early intervention and preventative programmes including development and delivery of a regional ACE approach with a focus on earlier intervention and mental health support for children and young people through community based assets.</p>	<p>Regional Partnership Board & Public Service Boards</p>	<ul style="list-style-type: none"> • Explore consistent use of Social Services and Well-being Act assessment principles across all programmes (Families First, Flying Start and Supporting People) to aid 'pass porting' of assessments across agencies and local authority boundaries • Explore joint commissioning across all programmes • Align and develop joint training across programme workforces with common language and awareness • Explore consistent resilience model across the region • Link to 'Flexible Funding' pilot sites to explore good practice in maximising funding across prevention programmes <p>Develop a regional approach for organisations to become ACE aware and aligned to national ACE hub programme and to include</p> <ul style="list-style-type: none"> • ACE awareness • ACE prevention/detection including the use of an ACE 'lens' when undertaking risk assessment included as part of assessment process • Develop and strengthen existing trauma services to ensure effective ACE intervention 	<p>March 2019</p> <p>National ACE grant (Gwent Police)</p>	<p>N/A</p>	

OLDER PEOPLE

Regional Priority / Outcome:

- To improve emotional well-being for older people and reduce loneliness and social isolation with earlier intervention and community resilience
- To improve outcomes for people living with dementia and their carers
- Improve appropriate housing and accommodation for older people

HOW WILL WE MEASURE SUCCESS? We Will

		
Reduce Delayed Transfers of Care through integrated working.	Increase support for number of people living with dementia at point of diagnosis	Increase number of Dementia Friends, Dementia Champions and Dementia Friendly Organisations

By

Development and delivery of Care Closer to Home in partnerships with Neighbourhood Care Networks and; delivery of Dementia Board and Health Housing and Social Care Partnership work programmes.

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Update - progress measures
Develop place based approach 'Care Closer to Home' including consistent delivery of community connectors across the region to reduce social isolation	Adult Strategic Partnership	<p>Development of a placed-based approach via Care Closer to Home Strategy which will include a focus on social isolation & include</p> <ul style="list-style-type: none"> • Develop a sustainable work force. • Links to Housing Associations/RSL's • Support to carers • To develop health and well-being hubs • To identify opportunities to "shift" care from secondary services to primary care, providing care closer to home. <p>Frailty Service - The future direction is captured as part of Care Closer To Home strategy. As the Borough action plans develop, the contribution of the Frailty service will need to be incorporated as part of the range of interventions available in each Neighbourhood Care Network and Borough. This development will tackle the "stand alone" issues.</p> <p>Deliver and align Gwent Wide Integrated Community Equipment. Services (GWICES) action plans to be aligned to Care Closer to Home</p>	Mar 2019	Core funding supported by ICF funded projects	
Implement the Adult Strategic Partnership work programme to develop integrated practices and effective partnership working	Adult Strategic Partnership	<p>Work to scope and establish a Social Care Academy to co-develop a sustainable health and social care workforce; and develop a Domiciliary Care Commissioning and Workforce Programme.</p> <p>Implement a system improvement review of patient pathway between hospital and social</p>	Sept 2018 Sept 2018	ICF Regional Transformation funding	


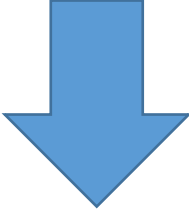
		services to improve discharge: 'Home to Home'. Review and coordinate Integrated Partnership Board local plans in relation to adults.	Sept 2018		
To undertake a holistic mapping exercise to determine at what level services are best delivered	Adult Strategic Partnership	Develop a mapping template and hold a specific board session designed to consider the future models of services within the scope of the board, and to agree the appropriate service footprint i.e. regional, borough, locality	Sept 2018	N/A	
Develop and implement Health, Housing and Social Care Partnership delivery plan	Health, Housing and Social Care (HHSC) Partnership	The Health, Housing and Social Care Partnership are updating their delivery programme in line with the regional Population Needs Assessment with the main focus of activity: <ul style="list-style-type: none"> • Older Persons wellbeing and housing needs, and aspirations • Analysis of current older person specialist accommodation provision and capability to meet forward needs • Regional accommodation needs identified by Children & Families Partnership • Regional accommodation needs identified by Learning Disability & Mental Health Partnership • Analysis and evidence base for Integrated Care Funding capital projects linked to the above 	Sept 2018	Identified in plan	

HEALTH & PHYSICAL DISABILITIES

Regional Priority / Outcome:

- **To support disabled people through an all age approach to live independently in appropriate accommodation and access community based services, including transport &**
- **Align with 5 local Wellbeing Plans required under Wellbeing of Future Generations Act and explore joint action planning for wider detriments to health**

HOW WILL WE MEASURE SUCCESS? We Will

	
Decrease duplication of services for children with complex health needs and disabilities through integrated services for children with additional needs (ISCAN).	Reduce duplication of resources to promote well-being through alignment with 5 Public Service Board Well-being plans

By

Development and delivery of Care Closer to Home in partnerships with Neighbourhood Care Networks and; working with Public Service Boards to address wider detriments to wellbeing

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication and example of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.




(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Align with 5 local Wellbeing Assessments required under Wellbeing of Future Generations Act and explore joint action planning for wider detriments to health	Regional Partnership Board & Public Service Boards	Align this area plan with Public Service Board Well-being Plans to ensure objectives are aligned and avoid duplication <ul style="list-style-type: none"> • Map priorities across plans • Identify which board is best placed to deliver priorities • Develop common action planning and outcome framework • Develop governance and reporting framework between boards and a Memorandum of Understanding (MOU) • Explore joint development/workshop sessions 	March 2019	N/A	

MENTAL HEALTH

Regional Priority / Outcome:

- To improve emotional well-being and mental health for adults and children through early intervention and community support &
- Increased understanding and awareness of mental health amongst the public to reduce stigma and help people to seek support earlier.

HOW WILL WE MEASURE SUCCESS? We Will

		
Increase the numbers of service users accessing IAA services and being signposted onto the most effective intervention	Maintain the 12% of people in employment through Growing Space and the Gwent Mental Health Consortium	Increase emotional well-being support in schools through identified best practice

By

developing a new regional Mental Health strategy that will:

- review and use best practice to improve crisis support
- be supported by third sector regional services and Integrated Care Funded projects with a focus on employment opportunities for adults; and
- develop effective emotional well-being support in schools.

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
<p>Review and align regional strategies to Together for Mental Health Delivery plan and develop new regional strategy</p>	<p>Mental Health & Learning Disability Partnership</p>	<p>The MH&LD Partnership are currently reviewing the regional Mental Health Strategy and emerging priorities include</p> <ol style="list-style-type: none"> 1. Communicate and work alongside service users, carers, staff and communities on the planning, monitoring and provision of mental health services 2. Develop a wide range of services that support community well-being 3. Enable the provision of a wide range of accommodation options 4. Ensure services based in the community offer support, advice and where necessary assessment and treatment within this environment 5. To ensure the best use of mental health resources 6. To work across the 6 organisations to establish a set of rules and a structure that supports our working together, to plan and deliver excellent mental health services (governance) <p>The regional strategy will also set out how priorities will be delivered in partnership to take forward national priorities included in</p> <ul style="list-style-type: none"> • 'Together for Mental Health' • 'Talk 2 Me' and • 'Together for Children and Young People' <p>The MH&LD partnership will also support delivery of a whole school approach to emotional well-being linked to other strategic partnerships and Public Service Boards including ACE agenda.</p>	<p>April 19</p>	<p>To be included in strategy</p>	

Coordination of consistent community based services such as community connectors/social prescribers	Heads of Adult Services, ABUHB officers	Respond to recommendations from Integrated Care Funding (ICF) evaluation of community connector projects across the region. To align with 'Ffrind I Mi' befriending programme	April 2019	ICF	
	Gwent Mental Health Consortium (GMHC)	Deliver coordinated community based programme that delivers the following across all 5 Gwent Boroughs <ul style="list-style-type: none"> • Community Counselling • Information, Advice and Assistance • Community Well Being Services • Vocational pathways and employment routes • Social Enterprises • Art and Drama Therapy • Anxiety Management • Mindfulness • Confidence Building • Depression Management Courses 	April 2019	ABUHB	
			April 2019	Joint Third Sector commissioned contract	
Multi-agency place based models which include wider partners such as Housing Associations, employment support and community programmes	ABUHB/ Integrated Partnership Boards/ Neighbourhood Care Networks/Housing Social Care Network	Development of a placed-based approach via Care Closer to Home Strategy which will include a focus on social isolation & include <ul style="list-style-type: none"> • Develop a sustainable work force • Links to Housing Associations • Support to carers • To develop health and well-being hubs • To identify opportunities to "shift" care from secondary services to primary care, providing care closer to home. 	Mar 2019	Core funding	
To undertake a holistic mapping exercise to determine at what level services are best delivered	Mental Health & Learning Disability Partnership	Develop a mapping template and hold a specific board session designed to consider the future models of services within the scope of the board, and to agree the appropriate service footprint i.e. regional, borough, locality	Sept 2018	N/A	



<p>Accurate Information, Advice and Assistance through DEWIS and Five Ways to Wellbeing</p>	<p>DEWIS regional group & GAVO & TVA</p> <p>Public Service Boards</p> <p>Gwent Mental Health Consortium (GMHC)</p>	<ul style="list-style-type: none"> • DEWIS regional group will continue to coordinate accurate IAA with a focus on mental health • Continue to deliver 5 ways to well-being and consider roll-out in schools • Consider a communication campaign to raise awareness of mental health amongst public and in schools <p>The Gwent Mental Health Consortium has its own dedicated IAA service that is designed to specifically support people with Mental Health Issues and will link to DEWIS provision. The GMHC has a comprehensive MIS system (Lamplight) that can evidence all the IAA interventions through the Consortium and will also support wider evaluation</p>	<p>Sept 2018</p>	<p>Funded post between Neighbourhood Care Networks and Transformation Team</p>	
--	--	---	------------------	--	--

PEOPLE WITH LEARNING DISABILITIES

Regional Priority / Outcome:

- **To support people with learning disabilities to live independently with access to early intervention services in the community; and greater public awareness and understanding of people with learning disabilities needs**

HOW WILL WE MEASURE SUCCESS? We Will

	
Increase number of social opportunities through 'My Mates'	Increase employment opportunities for people with learning disabilities

By

implementing new regional Learning Disabilities strategy and Integrated Care Funded projects with a focus on employment opportunities

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
<p>Support Mental Health and Learning Disability Partnership Board review Gwent Strategy for Adults with a Learning Disability 2012/17 and set out key regional commissioning, and integration actions</p>	<p>Mental Health & Learning Disability Partnership</p> <p>Growing Space</p> <p>Gwent Mental Health Consortium</p>	<p>The MH&LD Partnership are currently reviewing the regional Learning Disability Strategy and provisional key priorities and objectives are set out below</p> <ol style="list-style-type: none"> 1. Enabling people to have more control over their lives through Person-Centred Planning, Self-Directed Support and Access to Advocacy - People with a learning disability will have more choice and control over their life 2. Employment, Education, Leisure, Day Activities and Life Skills - To enable people with a learning disability to have choice regarding how they spend their time during the day 3. Housing - People with a learning disability should be able to have a choice about where they live and who they live with – and ensure this is reflected in Health, Social Care & Housing Partnership work plan. 4. Access to Generic Healthcare - People with a learning disability will have better health outcomes and appropriate access to healthcare 5. Transition - The transition from child to adult services will be smooth, planned and effective for all people with a learning disability 6. Supporting Carers - The families/carers of people with a learning disability will receive timely and appropriate support 7. Promotion of Social Networks and Emotional 	<p>Sept 2018</p>	<p>ICF funded projects</p> <ul style="list-style-type: none"> • My Mates • No More Barriers • Transition project 	



		<p>Well-being - People with a learning disability will receive support and proactive interventions that promote social and emotional well-being</p> <p>8. Specialist Groups - Individuals with complex needs are able to access the range of appropriate specialist health and social care services in a timely manner</p> <p>9. A Pathway and Planning for the Future - People with a learning disability will receive a co-ordinated, safe and timely service and appropriate support to plan for the future</p> <p>10. Accessible Information - People with a learning disability and their carers will receive clear information regarding generic and specialist learning disability services</p>			
--	--	--	--	--	--

SENSORY IMPAIRMENT

Regional Priority / Outcome:

- **Ensure people are supported through access to accurate information, assistance and ‘rehabilitation’ where required and to include the need to Improve emotional well-being especially through peer to peer support**

HOW WILL WE MEASURE SUCCESS? We Will

	
Reduce waiting lists for people to access eye tests	Increase enhanced Eye Health Examination

By

ensuring an effective and coordinated services through the regional Eye Care Board and Hearing Care Collaborative Board

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we will do) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
<p>Support and Deliver Integrated Eye Care Collaborative Board Eye Health Delivery Plan which will include a focus on</p> <ul style="list-style-type: none"> • Use good practice and effective pathways to develop regional commissioning principles especially • Work in partnership with third sector to identify new models to support rehabilitation process and supply of low vision tools. • Close working with Low Vision Service Wales and explore use of All-Wales Integrated Pathway for Children and Young People and Adult UK Sight Loss Pathway 	<p>Integrated Eye Care Collaborative Board</p> <p>Joint Commissioning Group</p> <p>GAVO/TVA</p> <p>Wales Forum</p> <p>Vision</p>	<p>Eye Health Delivery Plan 10 priorities</p> <ol style="list-style-type: none"> 1. Work with Public Health Wales to develop a plan to raise awareness of eye health and the need for regular sight tests to detect and prevent sight loss especially for groups of people at high risk of eye disease. 2. Deliver quality assured vision screening service to children in mainstream schools on school entry and a service that provides an annual sight test to children with special educational needs in schools. 3. Work with key partners and primary care clusters to ensure good quality eye care is provided to frail older people, those with dementia and to people in care homes and residential care. 4. Ensure all optometrists practising in Wales are providing the enhanced Eye Health Examination Wales service to enable more people to be managed closer to home. 5. Work with Medical Directors and patients to revise targets for ophthalmology services in hospitals to incorporate measures for all patients (new and follow-up) based on clinical need and risk of irreversible sight loss 6. Support integrated, efficient working and improve the safe communication of information 	<p>The plan will be monitored bi-monthly and included as part of annual review</p>	<p>Details in delivery plans</p>	

		<p>by rolling out electronic optometry referrals and their prioritisation in hospitals across Wales, starting in January 2017. Appraise the options for an all Wales electronic patient record by March 2017 with a view to rolling it out across Wales.</p> <ol style="list-style-type: none"> 7. Implement the priority actions of the Wales Ophthalmic Planned Care Plan including the National Cataract Audit. 8. Develop workforce plans and identify training needs to deliver ophthalmology led multi-disciplinary teams and care closer to people's homes in primary care, where it is safe to do so. 9. Work to ensure that everyone entitled is offered certification as sight impaired. 10. Work with Local Partnership Boards and Local Authorities to support the implementation of the Social Services and Well-being (Wales) Act 2014. Key to this is the provision of rehabilitation and habilitation services in every authority that prevent loss of independence, loss of mobility, falls, isolation and depression in people with sight loss/impairment. 			
<p>Support Hearing Care Collaborative Group to enhance the understanding of public sector providers so that people who are deaf living with hearing loss have equitable access to services.</p>	Hearing Care Collaborative Group	The Hearing Care Collaborative group will deliver the Hearing Care action plan with a focus on information/advice, workforce development, effective third sector commissioning and joint systems and processes.	April 2019	Details in delivery plan	

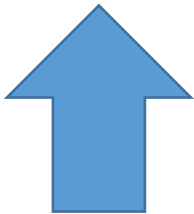

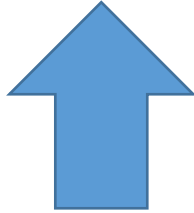
<p>Ensure accurate, accessible and timely Information, Advice and Assistance through DEWIS and other means (with a focus on sensory impairment).</p>	<p>DEWIS regional group & GAVO & TVA</p>	<p>DEWIS regional group will continue to coordinate and update accurate IAA with a focus on sensory impairment</p>	<p>Sept 2018 and April 2019</p>	<p>Funded officer for 1 year through NCN and Transformation funding</p>	<p>Number of DEWIS website hits</p>
---	--	--	---------------------------------	---	-------------------------------------

CARERS

Regional Priority / Outcome:

- Support carers to care through flexible respite, access to accurate information, peer to peer support and effective care planning
- Improve well-being of young carers and young adult carers through an increased public understanding (this is a priority highlighted in Together For Mental Health)

HOW WILL WE MEASURE SUCCESS? We Will

		
Increase number of befrienders providing flexible respite for carers	Increase the number of schools involved in the Young Carers awards scheme	Increase number of GP surgeries that are 'Carers aware'

By

ensuring an effective and coordinated Gwent Carers Support Service.

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Coordination of consistent community based services such as community connectors/social prescribers to identify and support carers	Heads of Adult Services, ABUHB officers	Respond to recommendations from Integrated Care Funding (ICF) evaluation of community connector projects across the region.	June 2018	ICF	
Accurate Information, Advice and Assistance through DEWIS and Five Ways to Wellbeing	DEWIS regional group & GAVO & TVA Public Service Boards	<ul style="list-style-type: none"> • DEWIS regional group will continue to coordinate accurate IAA with a focus on carers • Continue to deliver 5 ways to well-being and consider roll-out in schools to target young carers • Consider a communication campaign to raise awareness of carers amongst public and in schools to identify young carers • Review local authority IAA 'front doors' performance management information and identify good practice and lessons learnt 1 year on • Ensure accurate IAA is available to carers following discharge from hospital and for carers to be involved in discharge plans. 	March 2019	Neighbourhood Care Network and Transformation Fund	
Ensure that the implementation of the care closer to home strategy increases the community level support for carers	ABUHB/ Integrated Partnership Boards/ Neighbourhood Care Networks/Housing Social Care	Development of a placed-based approach via Care Closer to Home Strategy which will include a focus on social isolation & include <ul style="list-style-type: none"> • Develop a sustainable work force • Links to Housing Associations • Support to carers • To develop health and well-being hubs • To identify opportunities to "shift" care from 	March 2019		

	Network	secondary services to primary care, providing care closer to home.			
Review of and align third sector commissioning principles to support befriending for carers requiring support	ABUHB & Regional Commissioning Group	<p>Work with Third Sector Partner</p> <ul style="list-style-type: none"> • Carers Trust South East Wales (cross region survey of young adult carers and development of a sustainable model for supporting young carers in school); • Barnardos Cymru (scoping a regional Young Carers ID Card Scheme); use outcomes of the regional young carers id scheme to inform national agenda for such scheme • Dewis Centre for Independent Living (developing an evidence base for a regional advocacy for carers service model). <p><u>Befriending</u></p> <ul style="list-style-type: none"> • Support ABUHB rollout 'Ffrind I Mi' befriending programme across partners and consider inclusion through wider regional commissioning priorities. 	Sept 2018		
Consistent commissioning across health and social care to ensure equitable, region wide and effective models of carer support including <ul style="list-style-type: none"> • flexible respite • Training and awareness • Support to Young 	Regional Commissioning Group	<ul style="list-style-type: none"> • Welsh Government will be reviewing respite at a national level through new Dementia Strategy • Respond to national recommendations • Develop regional task and finish group • <i>Rollout of small grants scheme</i> • <i>Link with Ffrind I Mi and Alzheimer's Society to ensure provision of flexible respite through befriending</i> 	Sept 2018		




<p>Carers</p> <ul style="list-style-type: none"> Advocacy provision 		<ul style="list-style-type: none"> Sustaining staff awareness raising and training of staff Consider bronze level Investors in Carers (IiC) scheme across GP <hr/> <ul style="list-style-type: none"> <i>Rollout of Young Carers in Schools Award Scheme and Young Carers ID Card Scheme</i> <i>Develop opportunities for peer to peer support</i> <hr/> <p>Advocacy for Carers</p> <ul style="list-style-type: none"> Develop a regional advocacy service model and service specification linked to Independent Professional Advocacy (IPA) for adults and 'Golden Thread of Advocacy' national model. 			
<p>Review of medical prompting to better support carers</p>	<p>Carers Board</p>	<ul style="list-style-type: none"> Develop task and finish group to develop scope Consider development of new models and assisted technology to support carers in the community 	<p>April 2019</p>		

PEOPLE WITH AUTISM SPECTRUM DISORDERS

Regional Priority / Outcome:

- **To provide more timely diagnosis of Autistic Spectrum Disorder and access to support services and information and advice**

HOW WILL WE MEASURE SUCCESS? We Will

		
Reduce waiting times for adult diagnostic assessments	Increase awareness of the service (number of referrals) and going forward increase 'how many people demonstrate improved outcomes'	Individuals with autism and their families have increased direct access to specialist support through a self-referral model

By

developing a new Autistic regional support service to deliver the new national strategic action plan

Measures above will form part of a comprehensive performance management framework and are included to provide a high level indication of success measures. The Regional Partnership Board and strategic partnerships will develop a more robust list of performance measures within the first year of the Area Plan.

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Local implementation of Welsh Strategic Action Plan including development of new Integrated Autism Service.	New Regional AS Strategy Group	The development of the Integrated Autism Service is the main delivery objective of the refreshed ASD Strategic Action Plan which will include <ul style="list-style-type: none"> • development of a Regional Strategy Group • post diagnostic support & interventions for children/parents of children with autism • training program for parents/carers of children with autism. • Analysis of regional data 	Plan to be reviewed quarterly	ICF	

APPENDIX 2: LINKS WITH OTHER PARTNERSHIPS

The Regional Partnership Board will link and align priorities with other partnerships and strategic plans. There are a number of strategic partnerships which will share similar priorities and involve supporting the same cohort of people in local communities. It is paramount that there is not a duplication of services but a synergy between the partnerships, plans, workforce and resources. Partnership and priorities are set out below; and

‘the RPB will establish a widened governance to ensure all partnerships are well informed of priorities, and which partnership will lead an agenda and where they will complement and support an agenda’.

Links with Public Service Boards under the Well-being of Future Generations Act

The Social Services and Well-being Act shares similar principles with a number of national strategies and legislation. However, the Act shares almost identical principles with the Well-being of Future Generations Act with the main difference between the acts being the time frame: the Area Plan under the Act reflects the Population Needs Assessment and covers a 3-5 year period based on electoral cycle and the Well-being Assessment under the Well-being of Future Generations Act covers a longer period.

Social Services and Well-being Act Principles	Sustainable Principles: Well-being of Future Generations
Services will promote the prevention of escalating need and the right help is available at the right time	Prevention: How acting to prevent problems occurring or getting worse
Partnership and co-operation drives service delivery	Collaboration: how acting in collaboration with any other person or any other part of an organisation could help meet wellbeing objectives
	Integration: Consider how the proposals will impact on wellbeing objectives, wellbeing goals, other objectives or those of other public bodies
People are at the heart of the new system by giving them an equal say in the support they receive	Involvement: The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of local communities.
The Act supports people who have care and support needs to	The importance of balancing short- term needs with the need to safeguard the ability to also

achieve well-being

meet long – term needs

A strategic network of PSB managers and partners has been established to ensure good practice is shared when developing individual Well-being Plans and an opportunity for PSBs to undertake joint planning against regional priorities. The Gwent Strategic Well-being Assessment Group (GSWAG) includes wider partners from Gwent Police, Public Health Wales, Welsh government, National Resources Wales and South Wales Fire Service. The Regional Partnership Team is also represented on the group and promoting a consistent approach to the plans where they can easily be read and referenced in tandem to promote alignment. A mapping of Well-being Plan priorities against the Area Plan and a common definition of terms used across the plans – which will be the basis of a Memorandum of Understanding. Going forward an alignment of success measures will be required with the ultimate aim to avoid duplication across the plans and apportion priorities across the RPB and PSBs.

Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Board.

The Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015 focusses on the prevention of issues, the protection of victims and support for those affected by such issues. Welsh Ministers are required to prepare and publish a National Strategy in relation to these matters and appoint a National Adviser on Violence against Women and other forms of Gender-based Violence, Domestic Abuse and Sexual Violence. Relevant authorities are required to prepare and publish strategies to contribute to the pursuit of the purpose of the Act. A South East Wales VAWDASV Board has been established and supported by a VAWDASV regional team. ***The board has identified a number of emerging regional priorities and the RPB will support the work of the VAWDASV Board in achieving the required outcomes***

- ***Strategic Priority 1:*** Increase awareness and challenge attitudes of violence against women, domestic abuse and sexual violence across Gwent.
- ***Strategic Priority 2:*** Increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong
- ***Strategic Priority 3:*** Increase focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety
- ***Strategic Priority 4:*** Make early intervention and prevention a priority
- ***Strategic Priority 5:*** Relevant professionals are trained to provide effective, timely and appropriate responses to victims and survivors
- ***Strategic Priority 6:*** Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services throughout the region.

Area Planning Board

The substance misuse Gwent Area Planning Board Board works across the Gwent region to reduce substance misuse through a combination of education, prevention,

treatment and rehabilitation. The current priorities the board are working to address are below and the RPB will work in partnership to avoid duplication and create a synergism across partners.

Priorities

- Improving emergency service substance misuse training and Naloxone roll out
- Increasing alcohol prevention both in terms of treatment and education
- Improved primary prevention including raising awareness of Minimum Unit Pricing (MUP)
- Co-occurring mental health and substance misuse services
- Improved housing options
- Securing capital estates funding (impact to service delivery if reduced)

Safeguarding Boards

As of the 6th April 2016, the Gwent-wide Adult Safeguarding Board and South east Wales Safeguarding Children Board became statutory boards as set out in the Social Services and Well-Being (Wales) Act 2014. The boards were formed in 2011 covering the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. Both boards have developed work programmes which ensuring the continued effectiveness of safeguarding practice during the implementation and transition of the Social Services and Well-being (Wales) Act 2014. The individual priorities are set out below and the RPB will support the delivery of priorities through joint working.

Adult Board Priorities

- Targeting Interventions towards adults who are at risk of specific types of abuse
- Improving the Quality of Care across the region
- Improving the effectiveness of the Regional Adult Safeguarding Board

Children Board Priorities

- Reducing the effects of compromised parenting on children's well-being
- Improving our work with adolescents who exhibit risky behaviours
- Improving the effectiveness of the Regional Safeguarding Children Board

Police Crime Commissioner and Gwent Police

The Chief Constable for Gwent Police will provide a detailed annual Delivery Plan of the activities proposed to achieve the outcomes required to meet the Police Crime Commissioner's priorities from a policing perspective. The office of the Police Crime Commissioner will also produce a Business Plan which will detail its contribution towards delivering the priorities. The results of the progress against all activities will be reported each year in a PCC annual report. The priorities for policing are set out below

1. **Crime Prevention** – Taking action to prevent and reduce crime by working partners organisations and communities to tackle crimes that present the greatest

threat, harm and risk and especially those crimes committed against the most vulnerable.

2. **Supporting Victims** – Provide excellent support for all victims of crime with a particular focus on preventing further serious harm
3. **Community Cohesion** – Ensure that the Police, partners and my office engage with communities to encourage help and support them to work together to keep themselves safe
4. **Tackling Anti-Social Behaviour** – Ensuring the Police work closely with partner organisations to tackle anti-social behaviour effectively
5. **Efficient and Effective Service Delivery** – Ensuring that Gwent Police and my office are high performing organisation which value and invest in our staff to achieve value for money in delivering impressive services that meet the needs of all communities.

The full plan can be found here

http://www.gwent.pcc.police.uk/fileadmin/documents/Gwent_Police_Crime_Plan_English_WEB.pdf

Appendix 3: ABUHB Clinical Futures - An integrated system of health, care and well-being (including 'Care Closer to Home' and Neighbourhood Care Networks)

ABUHB's ambition is to create a new system of primary, community care and well-being across Gwent, in partnership with local government and the third sector. They aim for people to be able to access the care they need in their own community and homes, improving independence and wellbeing, and avoiding the need for unnecessary hospital admission. To do this they will require a radical transformation of services, and the development of new models of care, based in the community. ABUHB's vision is to create a system of primary, community and well-being services, based around the Neighbourhood Care Network (NCN) footprint, where there is a consistent regional service offer, and effective locality based multi-disciplinary teams. A framework has been developed to set out a vision, with a 5 year programme plan developed from 2018/19 to deliver change. The four stages are:

1. Keeping people healthy and well
2. Self-care
3. Primary Care and NCN Team
4. NCN Hub with specialist and enhanced services

ABUHB we will draw on the findings of the Parliamentary review, recognising their expectations of a community focused, seamless service. Integrated commissioning, and a clear set of service principles will underpin the development of a consistent NCN model which includes

- Establishing a Gwent wide unified vision for health and social care
- Increasing the pace of transformative change and integration
- Developing new models underpinned by the principles of prudent healthcare and the Social Services and Wellbeing Act

The system is predicated on the shared agreement by both Health and Local Government to provide more care closer to home, to reduce a reliance on primary care services, and prevent unnecessary hospital admissions. The system will build on the existing innovation across Gwent, and use the NCN footprint, as the basis from which services will be planned and delivered, around a model of community well-being. To drive action, a set of 10 high impact actions will be adopted to drive forward change, and which are focused on partnership working, the development of more productive flows, and the creation of a standard model of multi-disciplinary teams. Taken together, these principles can be translated into high impact actions including:

1. The development of a new model of integrated care predicated on improved wellbeing, based on an NCN/IWN footprint
2. The development of active signposting through Information Advice and Assistance (DEWIS) to empower citizens to make informed choices about their healthcare needs and actions

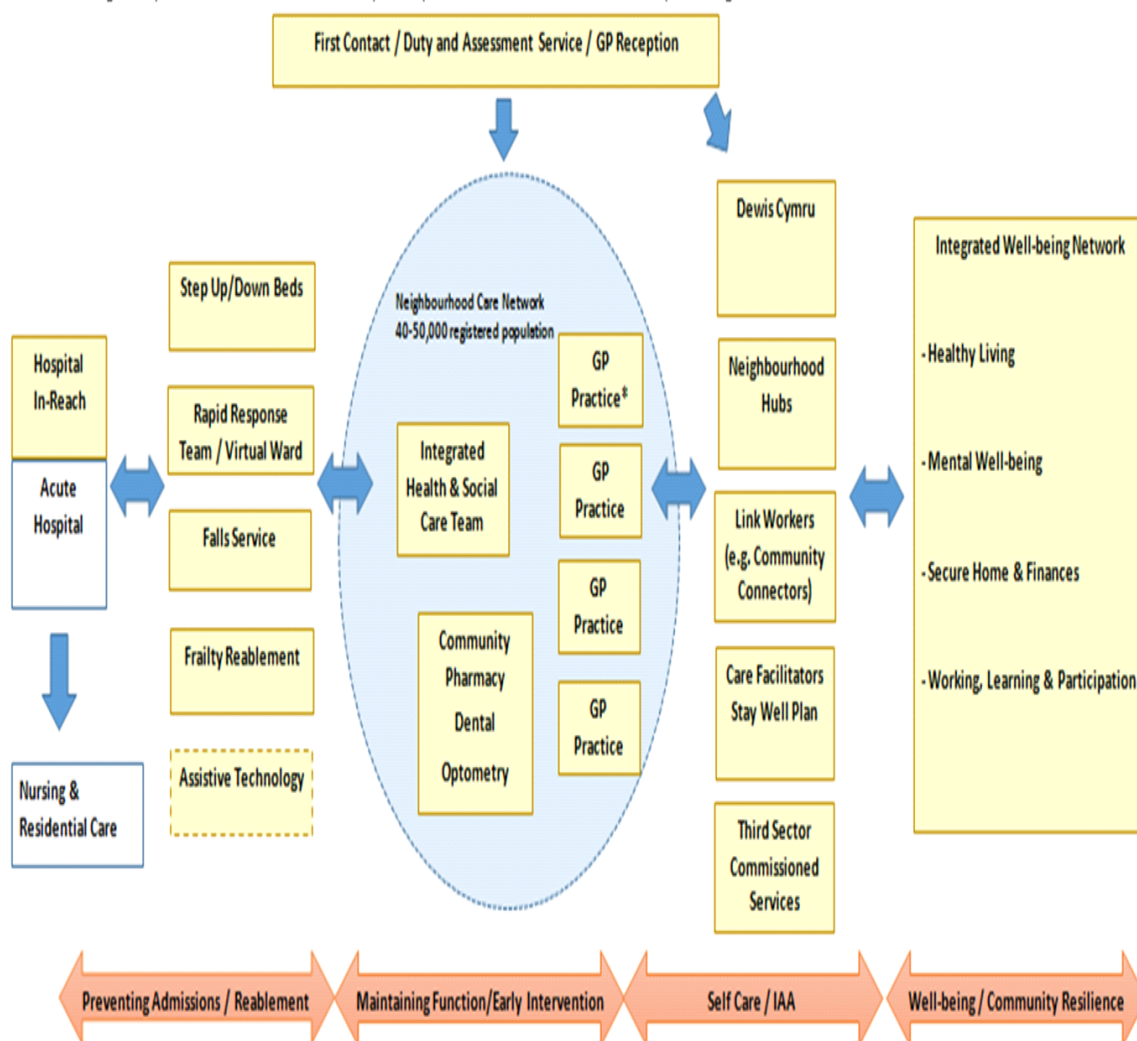
3. Greater partnership working to deliver a consistent specification for NCN's across organisational boundaries to provide a seamless pathway to accessible local community services.
4. Developing an appropriate skills mix within a modernised and more integrated workforce, aligned to the population needs assessments.
5. Enhancing self-care through social prescribing, and new consultation methods in line with the principles of prudent health care.
6. Further pathways establishing secondary care and primary care responsibilities and enhancing the leadership of primary care, particularly for chronic conditions.

Proposed Outcomes for ABUHB Integrated System

- People are identified early if they need care or support and they are prevented from ill health or decline in wellbeing wherever possible
- Improved community capacity to support improved health behaviours
- Reduced unnecessary hospital admissions through the provision of integrated community capacity, that is responsive and accessible
- A seamless pathway of care for patients, by integrating social services, health and third sector provision at a local level
- Improving the sharing of information across health and social care

Continuum of services to maintain health, independence and well-being into old age

NB. Not including Primary Care Out-of-Hours and condition specific specialist services delivered in out-of-hospital settings



*Multi-professional teams might include - ANPs, Clinical Pharmacists, Community Paramedics, Mental Health Practitioners, Social Prescribers, HCSVs

Appendix 4: Creating an integrated system of Health, Care and Wellbeing - consideration of the development of a Gwent Wellbeing Workforce.

Purpose

A critical component of an 'integrated system of health, care and wellbeing' across Gwent is the development of an integrated wellbeing workforce, designed around the emerging requirements of the system and sustainable for the future. This has been identified by the programme board as a vital component of the out of hospital service delivery that is needed for the future and as such sees workforce (along with estate, ICT, etc.) as a key enabler as well as a distinct work stream. This short paper looks to 'take stock' of the current position, to determine how we can best utilise existing structures and ensure current work is aligned to achieve the vision set out in the relevant planning frameworks across health and local government as we move towards the delivery of an integrated system.

Background and Scope

Workforce planning is vital for Health and Social Care – in fact nothing can be done if there is not the workforce to do it. Having sufficient workforce is becoming a real issue, with local, regional and national shortages of more and more key professionals being reported – from therapists to medical specialists, from nurses to domiciliary care workers.

In the context of the design of an ‘integrated system for health, care and wellbeing’ across Gwent, this paper focuses on those roles necessary to deliver an enhanced community model of care, support and wellbeing, and as such those specialist and clinical roles such as doctors, nurses, therapists or social workers are out of scope.

The focus is on those first line staff who deliver care and or support directly to citizens, whether they are called health and wellbeing workers, domiciliary care workers, social prescribers, community connectors, and older people outreach workers or one of many other terms. The key common characteristics include:

- face to face interaction with vulnerable citizens and their families
- seeing people in their own homes, or close to home in settings that are not specialist health premises (hospitals, health centres, GP practices)
- not having formal professional, academic qualifications in a health or social care discipline
- having a need for personal skills to work with people and understand their needs – moving to an emphasis on ‘doing with’ rather than ‘doing to’.

The introduction of the Social Services and Wellbeing (Wales) Act brings in expectations for how social care – and health – service delivery need to change to be sustainable and effective in the future. This includes:

- An increased emphasis on prevention and early intervention in providing services to citizens
- Effective provision of information, advice and assistance to citizens, in that order so they can make informed decisions around their care and support
- A focus on ‘what matters to you’ rather than ‘what is the matter with you’

In addition, the creation of a wellbeing workforce, is a key priority of the Future Generations Commissioner, and is further enabled by the Act through its focus on:

- Prevention
- Collaboration across organisational disciplines and;
- Long term planning

All these elements are exactly what the wellbeing workforce looks to address, so staff in these roles need to be fully supported to know their roles and just how important they are in the future health and care system.

The term ‘wellbeing workforce’ usefully expresses how traditional roles need to change to cover future needs and aspirations

Current Position

At present there are a number of concerns as to both workforce quantity and quality, with many local authorities in the region and private service providers finding it difficult to recruit care staff.

For social care and independent providers, the implementation of the Regulation and Inspection of Social Care (Wales) Act (RISCA) means that the domiciliary care workforce, irrespective of employer, will need to be registered and undertake an accredited training and competency framework. This has been seen by employers as both an opportunity and a threat. The opportunity is that this provides, for the first time, a prospective career pathway and gives a national framework of competencies that should be recognised across all employers, so aiding movement across the sector. The threat is that many of the older members of the current workforce will not be comfortable to go through a qualification framework in order to do a job that they have considerable practical experience in.

For health, social care and private providers some of the newer type of roles – such as community connectors are funded through specific short term funding streams (such as Integrated Care Fund), and so workforce planning here is often short term and quite fragmented.

In addition these newer types of role do not have an agreed competency and standards framework, although Social Care Wales have started a consultation process on a competency framework for IAA (Information, Advice and Assistance)

As noted, there are workforce shortfalls in many clinical roles including nurses and therapists, so there is some loss of good, experienced wellbeing workforce personnel to these professions if staff have the requisite entry qualifications to go alongside their practical experience. In other words, there is an informal or unofficial career pathway that a proportional of staff follow from wellbeing worker (particularly if making a career change) to registered clinical work as a therapist, nurse or allied health professional. The registration and qualification process for domiciliary care workers that is being introduced (and which also affects residential care workers and advocacy workers) should make career pathways more explicit and formal – for those who want to follow that route.

Pay and conditions are also an important factor in attracting and retaining people in the wellbeing workforce. It is important to distinguish between these two elements. Pay for care workers – seen as an unqualified sector – has historically been low. As such the expansion of the retail sector – exemplified by the opening of new larger supermarkets – tends to draw in some of the existing care workforce to jobs that pay as well or better, and which can offer better fringe benefits (such as staff discounts) and better hours of work. It also has an impact on new recruitment as fewer people are attracted to carer jobs if an alternative is available.

The drive to cut costs of care has often meant that as well as pay staying low, conditions of service have been poor – with a ‘time and task’ focus often not allowing adequate time to move from one care visit to another, and in some cases travel time not being paid.

Key links

As workforce is such a pivotal issue for Health and Social Care, it is not surprising that there are a number of different bodies looking at this and a spread of national and regional work streams that involve workforce.

Some of these include:

a. Social Care Wales work

Social Care Wales (SCW) came into being in April 2017, taking over the previous Care Council for Wales (CCW) and the Social Services Improvement Agency (SSIA). Following a period of engagement and consultation, a number of work stream priorities were established for the new organisation, and these are:

- *Care and Support at Home*

A five year strategy has been developed, working with a range of partners, running from 2017 – 2022. This highlights actions for SCW, but also Public Health Wales, Regional Partnership Boards, Local authorities, NHS Wales, National Commissioning Board and others. The strategy sets out 6 high level outcomes, of which ‘*Outcome 5: Make sure the workforce has the knowledge, skills and values to deliver outcome focused care and support at home*’ particularly focuses on workforce.

- *Supporting the development and implementation of a Careers, Recruitment and Retention Framework*

This work has started to try and find out what regional initiatives have been started and aims to bring together a national ‘task force’ in the spring of 2018.

- *Raising awareness and supporting engagement in the development of learning materials for the Regulation and Inspection of Social Care (Wales) Act 2016*

The RISCA legislation broadens the requirement for registration and associated professional development and core qualifications to the whole of the residential care (care home) workforce and the whole of the domiciliary care work force, as well as to such as advocacy providers. Registration is over a rolling programme to 2021, but is a massive step change to what has been an unregistered works force, and as noted at 3.2 presents significant risk to current workforce retention.

b. ADSSW (Association of Directors of Social Services Wales)

ADSSW received some Delivering Transformation Grant funding from Welsh Government in the run up to the introduction of the Social Services and Wellbeing Act in April 2016. A number of national work streams are in place, including one for workforce and one on prevention and early intervention. This latter work stream has three high level objectives:

- Objective 1 – To build community resilience, engaging the third sector to consider what outcomes we need to deliver for people, reducing the need for statutory services.
- Objective 2 – To develop rehabilitation and reablement services engaging staff across the health & social care professions
- Objective 3 – To develop solutions legislative and practice issues between the SSWB Act and other legislation.

c. Health Education Improvement Wales

As with the creation of Social Care Wales, Welsh Government took forward the creation of a new body, Health Education Improvement Wales, to commence on 1st April 2018. This new body took over the former roles of the Wales Deanery and the Welsh Centre for Postgraduate Pharmacy Education (WCPPE).

This decision came from the Welsh Government's review in 2014 into investment of health professional education and workforce development. The review recommended developing a new single body to support the development of the health workforce in Wales, with elements including education and training, planning, leadership, careers, improvement, and widening access.

In addition, the [Workforce, Education and Development Services \(WEDS\)](#) Team within NHS Shared Services, which focuses on workforce planning and modernisation in NHS Wales, also transferred into HEIW.

The focus for this body is on NHS clinical roles and training, looking demand and recruitment but there is a recognition that the support workforce has to be fully considered – noting that training time is short (compared to medical and nursing pathways) and numbers are significant, with a focus on patient focused care that could do more to reduce the workloads of more highly qualified staff.

This whole approach is underpinned by the Wales Prudent healthcare approach, and the concept of 'only do what only you can do'.

d. Integrated Care Fund (ICF)

The ICF has been used in the Gwent region for a wide range of projects and initiatives to provide care and support closer to home, with an emphasis on older adults – given that the fund was initially the Intermediate Care Fund and targeted to the 'frail elderly' demographic.

ICF funding supports a wide range of 'wellbeing workers', including community connectors, social prescribers and others. A structured evaluation process has now been taken forward across all ICF projects in the region and decisions now need to be made as to whether projects should continue, and if so how they can be funded as part of mainstream services, so releasing ICF for its purpose of taking forward new and innovative approaches to care and support.

It is also worth noting that some of the other regions in Wales have used ICF for partnership roles under their Regional Partnership Boards, with some form of pooled fund or partnership agreement to support this.

e. Gwent Workforce Development Board

This group brings together senior operational managers in social care (Heads of Adult Services and Heads of Children's Services) along with social care workforce development managers, representation from Social Care Wales, and now representation from operational and workforce managers in ABUHB.

This group is now recognised as an integrated body under the Regional partnership Board, and is also the local link to the ADSSW work stream noted above.

Next Steps

This overview highlights that 'workforce' as a whole is a vital issue across health and social care, with many different groups having plans to take different actions forward.

It seems sensible to consider how best a regional and coordinated approach workforce should be taken forward – both within the Clinical Futures level 1 programme and to support the achievement of the strategic plans, within each of the partnerships under the regional board.

It is suggested that there are several key themes for 'wellbeing' workforce planning:

- *Attraction* – explain and encouraging people to become part of the wellbeing workforce, whether new entrants to the job market or people looking to change careers, or to change their working patterns.
- *Recruitment* – co-ordinating approaches and working jointly where possible to share approaches (and potentially costs) in recruiting across health and social care, and potentially with providers.
- *Retention* – in a similar way as recruitment, share retention approaches and potentially enable staff to 'move' between different care settings yet remain in the overall wellbeing workforce. Look at key enablers for retention – such as pay progression, Continuous Professional Development, flexible working arrangements, etc
- *Development and succession planning* – taking a co-ordinated approach to forward planning, using experienced staff to mentor colleagues to take forward career development (if wished) and allow for cross sector work placements to develop experience and competence.

An overall programme approach should usefully be considered for the wellbeing workforce, with an agreed key link to the Clinical Futures level 1 programme so as to be aware of the numbers of staff needed for 'out of hospital' care and support, and the range and type of activities that need to be covered.

Annexe 5: Welsh Government Principles of working & Acronyms

Acronym	Full Description
ABUHB	Aneurin Bevan University Health Board
ACE	Adverse Child Experience
APB	Area Planning Board
ASD	Autistic Spectrum Disorder
BME	Black Minority Ethnic Group
CAMHS	Child and Adolescent Mental Health Services
CFPB	Children and Families Partnership Board
CYP	Children and Young People
DEWIS	National website
GAVO	Gwent Association of Voluntary Organisations
GNME	Gwent Needs Mapping Exercise
G+T	Gypsy and Traveller
IA	Integrated Assessment
IAA	Information Advice Assistance
ICF	Intermediate Care Fund
ISCAN	Integrated Services for Children with Additional Needs.
LGBT	Lesbian, Gay, Bisexual, Transgender Community
LVSW	Low Vision Service Wales
NCB	National Commissioning Board
NCN	Neighbourhood Care Network
NGO	Non-Government Organisation
NOMS	National Offender Management Service
PMLD	Profound and Multiple Learning Disabilities
PNA	Population Needs Assessment
PSB	Public Service Board
PTSD	Post-Traumatic Stress Disorder
RPB	Regional Partnership Board
RCC	Regional Collaborative Committee
RJCG	Regional Joint Commissioning Group
SIMS	School Information Management System
SLCN	Speech Language and Communication Needs
TVA	Torfaen Voluntary Alliance
VAWDASV	Violence Against Women, Domestic Abuse and Sexual Violence
VT	Veteran Therapist
WBA	Wellbeing Assessment
WCCIS	Welsh Community Care Information System
WFG	Wellbeing of Future Generations Act
YJB	Youth Justice Board
YOS	Youth Offending Service

REGIONAL JOINT COMMISSIONING PRIORITIES & POOLED BUDGETS

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Implement Regional Joint Commissioning Group (RJCG) action plan to deliver joint commissioning arrangements for identified priorities for Act Part 9 requirements.	Regional Joint Commissioning Group	The RJCG has been established with a Terms of Reference and outline Project Plan agreed. Task & finish Groups with briefs established have also been established. The RJCG will coordinate commissioning on behalf of the RPB A Section 33 arrangement for Care Homes and Older People is being developed which will include the appointment of Pooled Fund Manager.	April 2018 Sept 2018	N/A	
Develop domiciliary care joint commissioning process with National Commissioning Board and linked to Care Standards Social Improvement Wales 'Above and Beyond' Report and the 'Care and Support at Home' Strategic Plan currently being developed by Social Care Council for Wales.	Regional Joint Commissioning Group – task and finish group	A task and finish group will develop regional approaches and consider: Medication and Falls policies, feasibility of developing a local social care academy, workforce challenges and alignment of contact management functions	June 2018		
Continue to link with National Commissioning Board to progress national work priorities and proposals across the region	National Commissioning Board	To consider recommendations from NCB and respond as a region	April 2018 and ongoing	N/A	N/A

Prevention and Early Intervention

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Explore a single prevention agenda across the region with PSBs and linked to Wellbeing of Future Generations and SSWB Acts which also includes Housing Associations.	RPB and PSB Health Housing and Social Care Partnership	Develop a task and finish group to identify common principles of prevention and align to Adverse Childhood Experience agenda	Sept 2018	N/A	
Align anti-poverty programmes across the region to set out a single preventative model based on consistent assessment principles, joint workforce and joint commissioning	See Children and Young People section				
Through the implementation of the 'Care Closer to Home' strategy ensure that prevention and early intervention is supported and enabled in a consistent manner across the region	See Older People section				
Delivery of Regional Joint Commissioning Group (RJCG) work plan with third sector to maximise	RPB GAVO and TVA	*Work has started but will need to be revisited within year 2 of the Area Plan as limited capacity amongst partners	March 2019	N/A	

and align activity to prevent escalation of need and build on existing models of good practice such as befriending, social prescribing etc. and to promulgate the development of social enterprises and co-operatives where possible.					
Support Early Years Pathfinder pilot and use key messages to shape early intervention models	Early Years Pathfinder group	<ul style="list-style-type: none"> Identify key messages and good practice from pathfinder project and share with RPB and PSBs Incorporate good practices across the region Respond to recommendations from national Early Years Partnership board 	Sept 2018		

Information, Advice and Assistance

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Further support and develop DEWIS website so it becomes the 'go to' place for information on support, advice and assistance.	Dewis regional group	Deliver the regional Dewis action plan and review progress annually	April 18	Transformation Funding and Neighbourhood Care Network	
Continue to support consistent information dissemination and stakeholder engagement through regional communications group	Regional Communication Group	The Regional Partnership Team will continue to meet with Communication Managers to ensure consistent messages through regular newsletters etc. The Transformation Team will develop a new RPB website	April 18	Transformation Funding	

Use IAA performance management data to inform design of services	Local Authorities	Annual review of IAA data and development of annual appraisal with local performance managers	Sept 18	N/A	
To support further initiatives across the region that supports consistency of approach to IAA e.g. self-assessment exercises, peer reviews	Citizen Panel	<ul style="list-style-type: none"> • Citizen Panel to review IAA across region once per year and identify recommendations for RPB • Develop RPB website 	April 18 and annually	N/A	
To work with regional workforce managers and Social Care Wales to ensure that cultural change programmes are embedded and on-going	Workforce Development Board & Social Care Wales	Deliver and review WFD board regional plan in relation to IAA emerging themes	Sept 18	N/A	

New models, user led services and third sector working

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Work with Wales Cooperative Centre to increase and support number of voluntary led services in local communities through 'Care to Co-operate'.	Wales Cooperative Centre & Provider Forum	The Transformation team will facilitate region development of new models across the 8 core theme action plans and undertake an audit to identify good practice and publish case studies.	April 2019	N/A	

Workforce Development

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Integration of care and support provision to key client groups as set out in Part 9 of the Act and emphasised through RPBs Statements of Strategic Intent for older people, children with complex needs and carers, as well as strategy statements for Mental Health and Learning Disability (including Autism)	Workforce Development Regional Board	The regional Workforce Development Board will develop and implement an action plan and review progress annually. The key priorities are <ul style="list-style-type: none"> • <i>Care and Support at Home</i> • <i>Supporting the development and implementation of a Careers, Recruitment and Retention Framework</i> • <i>Raising awareness and supporting engagement in the development of learning materials for the Regulation and Inspection of Social Care (Wales) Act 2016</i> 	April 19	TBC	TBC

Advocacy

(WHAT we are doing) Action	(WHO) Partner Agencies	(HOW) will we deliver	(WHEN) Timescales / Milestones	Resources (including ICF projects)	Progress measures
Work with the Golden Thread Advocacy Programme across the region through regional provider forum with focus on <ul style="list-style-type: none"> • Alignment of advocacy provision to identified priorities across partner agencies • Joint approach to advocacy provision with third sector partners especially in promotion of independent advocacy 	Golden Thread Advocacy Programme (GTAP) & Regional Provider Forum	Deliver regional Advocacy programme with GTAP <ol style="list-style-type: none"> 1. Establishing a Gwent Advocacy Commissioners' Group. 2. Establishing a Gwent Advocacy Providers' Forum. 3. Progressing towards a regional approach to advocacy commissioning. 4. Adopting a co-productive approach to advocacy commissioning, including a multi-stakeholder workshop in early 2018. 5. Developing a strategic plan for advocacy commissioning in the region in 2019-2024, covering both IPA and wider forms of advocacy 	April 2019	N/A	
Support Children's Services joint commissioning of a single advocacy service	Heads of Children Service and National Youth Advocacy Service	Develop new service and review annually	April 2018	TBC	



Report

Cabinet

Part 1

Date: 18 April 2018

Subject **Draft, Violence against Women Domestic Abuse and Sexual Violence Regional Strategy 2017-2022**

Purpose For, Cabinet to consider and accept the Regional Violence against Women, Domestic Abuse and Sexual Violence strategy 2017-2022.

Author Head of Children and Young People Services

Ward Newport City Council

Summary The enactment of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) 2015 (VAWDASV) requires the public sector in Wales to work together in a consistent and cohesive way to improve the outcomes for individuals and their families subjected to VAWDASV. The Act sits alongside the Well-Being of Future Generations (Wales) Act 2015 which requires public bodies to think about what actions and activities are required to improve the well-being of current and future generations. Collaboration, preventative activity, the involvement of individuals, and long-term incremental improvements in the services delivered are threaded throughout the legislative landscape.

Newport City Council, through safeguarding, managed the Gwent regional pilot development on behalf of Welsh Government (until 1st April 2019).

The development of the strategy has required a Partnership Board to be established and it is on behalf of the Partnership Board that the first regional joint strategy is published. The strategy focus is to tackle VAWDASV by supporting victims and survivors, tackling perpetrators, ensuring professionals have the tools and knowledge to act, increasing awareness of VAWDASV and the support available, and helping children and young people to understand inequality in relationships and that abusive behaviour is always wrong.

This strategy contributes to the national strategy (National Strategy on Violence against Women, Domestic Abuse and Sexual Violence – 2016-2021) and will reflect the six objectives of the national strategy. The Partnership Board have determined that they will adopt the objectives of the national strategy as their overarching Strategic Priorities.

Proposal **For Cabinet to approve the Gwent Regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2017-2022.**

Action by Cabinet

Timetable Immediate

This report was prepared after consultation with:

- Strategic Director - People
- Head of Finance
- Head of People and Business Change
- Head of Law and Regulation
- Performance Scrutiny Committee – Partnerships 28 February 2018
- Please see the Strategy document for full list of Partners consulted throughout the development of the strategy.

Background

The regional VAWDASV strategy is required by the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 which requires the public sector in Wales to work together in a consistent and cohesive way to improve the outcomes for individuals and their families subjected to VAWDASV.

The Gwent Violence against Women, Domestic Abuse and Sexual Violence Partnership Board has been established to carry out the Welsh Government (WG) legislation within the five local authorities that make up Gwent. Newport City Council is the host for the regional development and the VAWDASV regional officers are managed within Newport safeguarding management.

The main aims of the VAWDASV (Wales) Act are;

1. To improve the public sectors response to violence against women, domestic abuse and sexual violence
2. Give the public authorities (councils and Health Boards) a strategic focus on the issue
3. Ensure the consistent provision of preventative, protective and support services.

The benefits for Newport City Council will be the shared ownership of the regional partnership approach required by Welsh Government to fulfil requirements within the Act.

The Welsh Government timescales for all regional VAWDASV strategies to be scrutinised and agreed by full regional partners and respective Cabinets is May 2018.

The partnership Board are addressing the sustainable funding issues for the strategy to be successful and as yet there is no indicative WG long term funding proposals available. The Delivery plan for implementation of the Strategy will be the next steps once full Cabinet approval is received.

The regional officer's posts for the Gwent pilot implementation for VAWDASV Act is funded by Welsh Government until 31 March 2019.

Financial Summary

The VAWDASV project is currently being funded from two grants:

Welsh Government Domestic Abuse Services grant	£350,000
Police Crime Commissioner Community Safety Fund	£151,809

This is a regional project, being administered by Newport across the 5 Gwent LA's. 18-19 is the final year of the current Welsh Government grant agreement. The funding levels beyond 18-19 are not currently known. In approving this strategy, Cabinet need to be aware of this on-going funding uncertainty and this may effect implementation of the 'delivery plan' here in the future.

We do know however, that Welsh Government have no funding to pay for any further accommodation (from April 19). The Team are currently using offices at Mamhilad Park, which was previously funded by a separate grant from Welsh Government for a 3 year period. At the outset of the project Welsh Government insisted that the team needed to be based at a location away from the LA offices.

Within the current 18-19 financial year there are potential financial challenges in the region of £20k - £25k as the current grant funding levels are not fully sufficient to cover the current forecasted costs.

Risks

The risks for Newport Council are small in regard to approving the Strategy. There are no direct financial costs associated with the Strategy and the long term funding for the work in regard to training staff and measurable outcomes is clearly identified for each public body. The E learning for Newport City Council is centrally collated and reported to WG.

Long term risks for further development of services required will be on a regional partnership footing and sustainable funding is already under development with Welsh Government and strategic leaders.

Links to Council Policies and Priorities

The strategy aims to put in place preventative measures to address violence against women, domestic violence and sexual violence. This is in keeping with the intentions of the Wellbeing of Future Generations (Wales) Act in particular the sustainable development principles of prevention and collaboration.

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes and employment opportunities	Enable people to be healthy, independent and resilient	Build cohesive and sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People	Aspirational People	Resilient Communities
Supporting Function	Modernised Council	Modernised Council	Modernised Council	Modernised Council

Options Available and considered

1. Cabinet are asked to approve the regional VAWDASV Strategy with comments from scrutiny to be upheld.
2. Cabinet do not approve the VAWDASV Strategy and either remove Newport City Council from the regional partnership development or propose an alternative Strategy.

Preferred Option and Why

Option 1 is the preferred option to safeguard the Council's requirements under the VAWDASV Act and up hold WG's directive for regional partnership and collaborative working. The VAWDASV Partnership Board has provided a diverse and inclusive membership that has recognised that people do not experience VAWDASV in a vacuum and neither can services, nor wider society, tackle such issues in isolation.

With a strong focus on preventative, protective and supportive mechanisms the aim is to work with survivors to ensure meaningful delivery of the strategic plan.

Strong leadership and accountability is required by us all to ensure that the priorities identified are translated into actions that can make a real difference to the well-being and safety of people living in Newport and wider Gwent both now and in the future.

Comments of Chief Financial Officer

The funding for the regional team is WG funded until March 2019. Whether or not there will be further funding for the officers afterwards is unclear therefore all employees are on fixed term contracts until

March 2019 enabling deletion of posts if funding discontinues. The service has been informed that Welsh Government is exploring sustainable funding for a variety of developments but these are yet to be confirmed.

Therefore, in agreeing this Strategy, the funding uncertainties and the consequential potential impacts on its 'delivery plan' should be noted by Cabinet.

Comments of Monitoring Officer

There are no specific legal issues arising from the report. The Regional Strategy has been prepared in accordance with the requirements of the Violence against Women Sexual Abuse and Sexual Violence (Wales) Act 2015. The strategic priorities within the plan reflect national objectives and regional needs assessments.

Comments of Head of People and Business Change

There are no specific human resources issues arising from the report which supports the Council's requirements under the VAWDASV Act, including online training for Council employees.

As outlined in the report a number of the Well-being Goals set out in the Well-being of Future Generations Act are contributed to along with the Council's Well-being objectives. Partners and stakeholders will work in collaboration to ensure actions, objectives and targets are met. Listening to victims, survivors and their families is integral to understanding their experiences of the support offered to them to be able to continually review and make improvements.

Comments of Cabinet Member

The Cabinet Member has approved the report for consideration by cabinet.
The Cabinet Member notes that a great deal of work has been achieved and will be continued but with no guarantee of continuing funding.
It is positive that there will be Member's training.
Further consideration of the position of men would be useful.

Scrutiny Committees: Performance Scrutiny Committee-Partnerships 28/2/2018

Comments to the Cabinet

- 1) Monitoring arrangements – Noting the statutory role of the Local Authority for this strategy, the Committee agreed to include an update on this on its work programme for a years' time, to assess the progress of its implementation and how it has impacted on Newport. When this update is presented to the Committee, it was requested that Representatives from the Partnership Board be invited to attend alongside the Officers from NCC.
- 2) The Committee discussed whether it would be beneficial for there to be Member representation on the Partnership Board to ensure support at an Elected Member level for the implementation of the strategy. The Committee recommends that the Cabinet and the Officers on the Board consider whether this would be beneficial and appropriate.
- 3) The Committee recommends that the Council nominates a Member Domestic Abuse Prevention Champion who can champion and promote the work within this area. This nominated Member would then be invited to attend the Performance Scrutiny Committee – Partnerships when this matter is considered in the future.
- 4) The Committee recommends that the training outlined that had been provided for Council staff be

rolled out to all Members of the Authority. Elected Members were key links with their communities and any training that would equip Members to support their community would be useful

Equalities Impact Assessment and the Equalities Act 2010

Completed and attached.

Children and Families (Wales) Measure

Children and young people have been consulted through engagement activities via partnership working through the South Wales Safeguarding Board event in Newport, and will be part of future development to have a voice as the strategy rolls out through the delivery plan.

Wellbeing of Future Generations (Wales) Act 2015

The five year Strategy will mirror the Well-being and Future Generations (Wales) Act and has addressed the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

The Strategy considers the long term outcomes for victims, survivors and their families while ensuring that short term needs continue to be met whilst any long term reconfiguration is undertaken. Early intervention and prevention is recognised as a primary overarching principle to tackling VAWDASV and improving outcomes for victims and those closest to them.

A number of the Well-being goals set out in the Well-being of Future Generations Act are contributed to along with the Council's Well-being objectives. Partners and stakeholders will work in collaboration to ensure actions, objectives and targets are met. Listening to victims, survivors and their families is integral to understanding their experiences of the support offered to them to be able to continually review and make improvements.

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

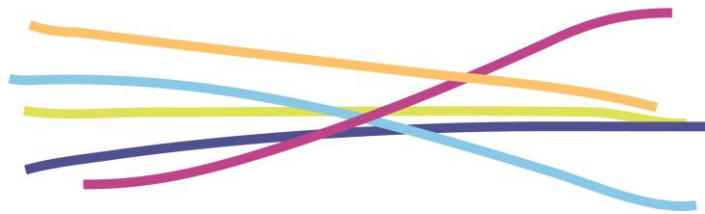
No elected Member comments received outside of Scrutiny comments.

Background Papers

Please find attached the Draft regional VAWDASV Strategy document.

This has been out for public consultation since November 2017.

Dated: 03/04/2018



VAWDASV

Violence Against Women, Domestic Abuse and Sexual Violence
Trais Yn Erbyn Menywod, Cham-drin Domestig a Thrais Rhywiol

Gwent Regional Violence Against Women, Domestic Abuse and Sexual Violence Strategy 2018-2022

CONTENTS

- 1. Foreword**
- 2. Introduction: Policy and Legislative Context**
- 3. The Gwent VAWDASV Partnership Board and its Vision**
- 4. Current Provision in the Region**
- 5. Needs Assessment**
- 6. Survivors as Experts**
- 7. Engagement Findings**
- 8. How we will act together to tackle VAWDASV: Our Strategic Priorities**
- 9. How we will monitor our progress: Our Strategic Delivery Plan**
- 10. Appendices**
 - **Appendix 1 - Understanding the Language Used**
 - **Appendix 2 - Consultation Outputs: Survivors as Experts - *Available on Request***
 - **Appendix 3 – Gwent Needs Assessment - *Available on Request***
 - **Appendix 4 - Gwent Data - Annual Strategic Analysis – *Available on Request***
 - **Appendix 5 - Annual Strategic Delivery Plan – *Available on Request***

1. **FOREWORD**

Violence against women, domestic abuse and sexual violence are fundamental breaches of human rights, a consequence of the inequality between victims and perpetrators, where power and control is used in a way that damages lives, futures and the futures of people around those subjected to the actions of perpetrators. Every year lives are damaged needlessly in Wales, all forms of violence and abuse are unacceptable. Anyone who experiences violence against women, domestic abuse and sexual violence deserves an effective and timely response from all public services.

The enactment of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 (VAWDASV) requires the public sector in Wales to work together in a consistent and cohesive way to improve the outcomes for individuals and their families subjected to VAWDASV. The Act sits alongside the Well-being of Future Generations (Wales) Act 2015 which requires public bodies to think about what actions and activities are required to improve the well-being of current and future generations. Collaboration, preventative activity, the involvement of individuals, and long-term incremental improvements in the services delivered are threaded throughout the legislative landscape.

The Gwent Violence against Women, Domestic Abuse and Sexual Violence Partnership Board (The Partnership Board) is pleased to publish the region's first joint strategy to tackle VAWDASV by supporting victims and survivors, tackling perpetrators, ensuring professionals have the tools and knowledge to act, increasing awareness of VAWDASV and the support available, and helping children and young people to understand inequality in relationships and that abusive behaviour is always wrong.

This strategy contributes to the national strategy (National Strategy on Violence against Women, Domestic Abuse and Sexual Violence – 2016 – 2021)¹ and will reflect the six objectives of the national strategy. The Partnership Board have determined that they will adopt the objectives of the national strategy as their overarching Strategic Priorities. It sets out to provide the leadership and direction that will promote consistency and best practice for the way in which violence against women, domestic abuse and sexual violence is prioritised and tackled across the region.

The South East Wales region, ostensibly considered as Gwent, comprises of five local authority areas: Blaenau Gwent, Caerphilly, Newport, Torfaen and Monmouthshire. It benefits from having the same geographical footprint as Aneurin Bevan University Health Board and Gwent Police.

Gwent has a history of strong partnership working and as the first pilot region in Wales for strategic coordination of VAWDASV services there is significant work taking place under the new legislative framework. With its 'pathfinder' status Gwent has been given many opportunities for pioneering new ways of working and we are proud to be developing this regional strategy ahead of other areas and, in so doing, helping to inform national guidance.

¹ <http://gov.wales/docs/dsjlg/publications/commsafety/161104-national-strategy-en.pdf>

The Partnership Board members are the core partners required to deliver a cohesive response to VAWDASV². Our aim is to work together in partnership to ensure the most efficient and effective response to preventing serious harm caused by such types of abuse.

People do not experience violence against women, domestic abuse and sexual violence in a vacuum and neither can services, nor wider society, tackle such issues in isolation. With a strong focus on preventative, protective and supportive mechanisms we will aim to work with survivors to ensure the meaningful delivery of this strategic plan. Strong leadership and accountability is required by us to ensure that the priorities identified are translated into actions that can make a real difference to the well-being and safety of people living in Gwent, both now and in the future.

The Partnership Board aims to lead the way in Wales and our collective vision is for survivors, their children and wider family to know how and where to get the help that they need, to provide that help, and to work towards a society in which no form of violence against women, domestic abuse and sexual violence is tolerated.

Gwent Violence Against Women, Domestic Abuse and Sexual Violence Partnership Board

² The Partnership Board includes; the five local authorities, Gwent Police, and the Office of the Police and Crime Commissioner, Aneurin Bevan University Health Board, Wales Ambulance Service Trust, Probation Services, Registered Social Landlords, Supporting People Regional Collaborative Committee, Fire and Rescue Service, Gwent Adult and Children Safeguarding Boards, VAWDASV specialist sector partners and voluntary sector organisations.

2. INTRODUCTION: POLICY AND LEGISLATIVE CONTEXT

In Wales, the UK and internationally, violence against women, domestic abuse and sexual violence is considered to be a violation of human rights and a cause and consequence of inequality between women and men. It happens to women because they are women, and women are disproportionately impacted by certain forms of violence.

Whilst it is important that this Strategy acknowledges and communicates the disproportionate experience of women and girls this does not, in any way, negate violence and abuse directed towards men and boys, or violence and abuse perpetrated by women. This Strategy recognises that anyone (women, men, children and young people) can experience and be affected by domestic abuse, rape and sexual assault, sexual abuse, forced marriage, child sexual abuse, stalking and harassment, sexual harassment and exploitation. This can happen in any relationship regardless of sex, age, ethnicity, gender, sexuality, disability, religion or belief, income, geography or lifestyle. A significant number of those who experience VAWDASV will have one or more 'protected characteristics', under the Equality Act 2010³ and will face additional vulnerabilities and increased barriers to support. This Strategy aims to tackle all forms of VAWDASV.

At a global, European and national level legislation and policy acknowledges that violence against women, domestic abuse and sexual violence operates as a means of social control that maintains unequal power relations between women and men and reinforces women's subordinate status. It is explicitly linked to systematic discrimination against women and girls. Failing to make the connections between the different forms of violence women and girl's experience, and how this is explicitly linked to the unequal position of women and girls in society, can hinder the effectiveness of interventions and prevention work. It is also important to recognise that different groups of women experience multiple inequalities which can intersect in ways that lead to further marginalisation.

Violence against women, domestic abuse and sexual violence includes the following crime types:

- Sexual violence
- Domestic abuse
- Sexual harassment and stalking
- Trafficking and/or sexual exploitation
- Female genital mutilation (FGM)

³ <http://www.legislation.gov.uk/ukpga/2010/15/contents>

- Forced marriage
- So-called 'honour' based violence (HBV) and crimes

Violence against women, domestic abuse and sexual violence has far reaching consequences for families, children, communities and society. The direct harm to the health and well-being of victims is clear, and at its most severe can, and does, result in death. However impacts are wide-ranging not just on health and wellbeing but include human rights, poverty, unemployment, homelessness and the economy. It is also important to note that this affects not only adults and children exposed to and who experience abuse in the home or in intimate or family relationships but wider family members also; the experience of abuse and violence can often also be perpetrated in public spaces impacting the wider community.

The International Context

This Strategy is intended to align with the UN Declaration on the Elimination of Violence Against Women (1993), most recently enshrined within the UN Sustainable Development Goals 2030 (2015), and the Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence- The Istanbul Convention (2014).

The UN Declaration defines violence against women as:

- Any act of gender-based violence that results in, or is likely to result in, physical, sexual, psychological, or economic harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.
- This encompasses, but is not limited to:
 - (a) Physical, sexual and psychological violence occurring in the family, including battering, sexual abuse of female children in the household, dowry-related violence, marital rape, female genital mutilation and other traditional practices harmful to women, non-spousal violence and violence related to exploitation;
 - (b) Physical, sexual and psychological violence occurring within the general community, including rape, sexual abuse, sexual harassment and intimidation at work, in educational institutions and elsewhere, trafficking in women and forced prostitution;
 - (c) Physical, sexual and psychological violence perpetrated or condoned by the State, wherever it occurs.

Article 4 of the Istanbul Convention covers:

Fundamental rights, equality and non-discrimination

- 1 Parties shall take the necessary legislative measures and other actions to promote and protect the right for everyone, particularly women, to live free from violence in both the public and the private sphere.
- 2 Parties condemn all forms of discrimination against women and take, without delay, the necessary legislative and other measures to prevent it, in particular by:
 - embodying in their national constitutions or other appropriate legislation the principle of equality between women and men and ensuring the practical realisation of this principle;
 - prohibiting discrimination against women, including through the use of sanctions, where appropriate;
 - abolishing laws and practices which discriminate against women.
- 3 The implementation of the provisions of this Convention by the Parties, in particular measures to protect the rights of victims, shall be secured without discrimination on any ground such as sex, gender, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth, sexual orientation, gender identity, age, state of health, disability, marital status, migrant or refugee status, or other status.
- 4 Special measures that are necessary to prevent and protect women from gender-based violence shall not be considered discrimination under the terms of this Convention.

The Welsh Context

The Welsh policy and legislative landscape has prioritised VAWDASV for a number of years and the objectives and aims of this Strategy encompass these responsibilities as they are placed on those working in the VAWDASV sector in the region.

In 2010, the Wales Right to be Safe Strategy set out an integrated, cross government programme of action to tackle all forms of violence against women and children. This was refreshed in November 2016 and published as the Welsh Government's [National Strategy on Violence against Women, Domestic Abuse and Sexual Violence, 2016 - 2021](#).⁴ Itself a

⁴ <http://gov.wales/docs/dsilg/publications/commsafety/161104-national-strategy-en.pdf> - pages 5 -8.
<http://www.un.org/documents/ga/res/48/a48r104.htm>
<http://www.un.org/sustainabledevelopment/gender-equality/>
<https://www.coe.int/en/web/istanbul-convention/home?desktop=true>

requirement of the [Violence Against Women, Domestic Abuse and Sexual Violence \(Wales\) Act 2015](#).

This Regional Strategy will also support the delivery of a number of key priorities in the Welsh Government "[Taking Wales Forward](#)" five year plan, as well as the following relevant legislation: [The Well-Being of Future Generations \(Wales\) Act 2015](#) sets out seven wellbeing goals relevant to the prevention of violence against women, domestic abuse and sexual violence and support of survivors. The Act puts in place a "sustainable development principle" which requires public bodies to follow five ways of working to ensure they work collaboratively with people and communities, avoid repeating past mistakes and to tackle some of the long term challenges being faced. The five ways of working in the context of VAWDASV are:

- **Prevention:** Understanding and preventing the occurrence of VAWDASV and preventing poor outcomes for victims, survivors and their families.
- **Integration:** Integrating activity across the statutory and third sector and ensuring the coordination of programmes of work such that they achieve the maximum benefit.
- **Collaboration:** Collaborating through the Gwent VAWDASV Partnership Board, the Strategic Delivery Group and Sub-groups and between the partner bodies.
- **Involvement:** Listening to victims and survivors to understand their experiences of the support offered to them to continually review and make improvements in responses. Involving all agencies that are able to make an impact on VAWDASV.
- **Long Term:** Considering the long term outcomes for victims, survivors and their families and in particular any children and young people exposed to VAWDASV.

[The Social Services and Well-being \(Wales\) Act 2014](#) provides a legal framework for improving the well-being of people (adults and children) who need care and support, carers who need support, and for transforming social services in Wales. [The Population Needs Assessment](#)⁵ is a Gwent level area assessment that sets out seven core themes and identifies violence against women, domestic abuse and sexual violence as one of these. Close working will be established between the Greater Gwent Health, Social Care and Well-Being Partnership Board, the Gwent Violence Against Women, Domestic Abuse and Sexual Violence Partnership Board and the five Public Services Boards to align future work plans around early intervention and preventative services.

⁵ Social Services and Well-being Act Population Needs Assessment: Gwent Region Report DRAFT Nov 2016: page 54

[The Housing \(Wales\) Act 2014](#) - enshrines in legislation the role of the local authority in preventing and alleviating homelessness.

The Welsh Government guidance which supports the practical delivery of the legislation advises local authorities and their partners that:

“Local authorities should be led by the wishes and feelings of the victim of domestic abuse when determining accommodation arrangements. The first option, where appropriate, should be for the perpetrator to be removed from the property to enable the victim to remain in their home. The Local Authority must also consider improving the security of the applicant’s home to enable them to continue living there safely. Alternatively, the Local Authority must assist the victim in sourcing alternative accommodation, whether on a permanent or temporary basis”.⁶

[The Renting Homes \(Wales\) Act 2016](#) - sets out a new approach to joint contracts which will help survivors by enabling perpetrators to be targeted for eviction.

The [Wales Adverse Childhood Experiences \(ACE\) study](#)⁷ examined the exposure in childhood to a range of ACE’s and presented research on the developmental well-being of children growing up in such households. Domestic abuse, emotional, physical and sexual abuse, parental separation, as well as parental incarceration, are all indicators that affect childhood development due to the stressors they cause. In addition those exposed to four or more ACE’s are more likely to adopt health harming behaviour in later life and are more likely to be future victims or perpetrators of crime and violence.

The UK Context

For non-devolved services the Strategy is supported by the Home Office Ending Violence Against Women and Girls Cross Departmental Strategy 2016-2020

The Gwent VAWDASV Partnership Board members include Gwent Police, the Office of the Gwent Police and Crime Commissioner, Her Majesty’s Prison and Probation Services and the Wales Community Rehabilitation Company. These arrangements build on the strong long-standing partnerships across the region between the devolved and non-devolved sector and reflect other strategic regional arrangements in the Public Services Boards, the Regional Transformation Board and Safeguarding Boards.

Associated legislation that supports delivery at a UK level includes:

- [Female Genital Mutilation Act 2003](#) (“the 2003 Act”) introduces FGM Protection Orders and an FGM mandatory reporting duty inserted into the 2003 Act by the Serious Crime Act 2015.
- [Crime and Security Act 2010](#) – which introduces Domestic Violence Protection Orders (DVPOs) and the Domestic Violence Disclosure Scheme (DVDS).

⁶ Welsh Government 2016. Code of Guidance for local authorities on the allocation of housing and homelessness

⁷ Public Health Wales (2015) Wales Adverse Childhood Experiences (ACE) study, PHW

- [Welfare Reform Act 2012](#) – A paradigm change to the current social security system which will change the way welfare benefits are claimed and paid throughout the UK.
- [Anti-social Behaviour Crime and Policing Act 2014](#) - which introduces Sexual Harm Prevention Orders (SHPOs) and Sexual Risk Orders (SROs).
- [The Modern Slavery Act 2015](#) - Considers slavery, servitude and forced or compulsory labour and human trafficking, includes provision for the protection of victims.
- [Welfare Reform Act 2012](#) – A paradigm change to the current social security system which will change the way welfare benefits are claimed and paid throughout the UK.

Guidance that informs the delivery of this Strategy includes:

- The 2014 [National Institute for Clinical Excellence \(NICE\) guidelines: “Domestic violence and abuse: how health services, social care and the organisations they work with can respond effectively”](#). This guidance, which applies across England and Wales, highlights that domestic abuse is a complex issue requiring sensitive handling collaboratively with health and social care professionals.
- [FGM statutory guidance](#)⁸ issued under section 5C(1) of the Female Genital Mutilation Act 2003 and extends to England and Wales and includes updated procedural information.
- Updated statutory guidance on conducting [Domestic Homicide Reviews](#) (DHR). This considers the changing landscape and makes reference to new tools that have been implemented, such as the Domestic Violence Disclosure Scheme and Domestic Violence Protection Orders, as well as the new coercive and controlling offence introduced in the Serious Crime Act 2015. This statutory guidance is accompanied by key findings from analysis undertaken by Home Office researchers on a sample of 40 DHRs from across England and Wales completed between 2013 and 2016.⁹
- Updated [Domestic Violence Disclosure Scheme guidance](#) – often referred to as “Clare’s Law” – which sets out procedures that could be used by the police to disclose

⁸https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/573782/FGM_Mandatory_Reporting_-_procedural_information_nov16_FINAL.pdf

⁹<https://www.gov.uk/government/publications/domestic-homicide-review-lessonslearned>

information about an individual's previous violent and abusive offending behaviour, where this may help protect their partner, or ex-partner, from violence or abuse.

- The 2016 [England and Wales National Statement of Expectations](#), sets out what local commissioners (Police and Crime Commissioners, Local Authorities or health commissioners) need to put in place to ensure their response to violence against women and girls is collaborative, robust and effective.

Draft

3. THE GWENT VIOLENCE AGAINST WOMEN, DOMESTIC ABUSE AND SEXUAL VIOLENCE PARTNERSHIP BOARD AND ITS VISION

Board Membership

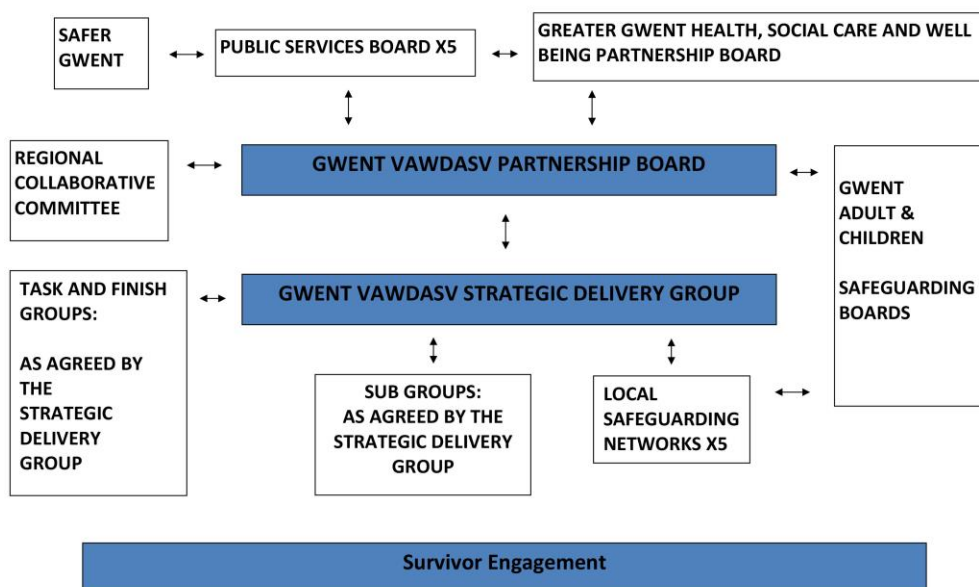
The Partnership Board has been established to provide a governance structure to develop, approve and monitor VAWDASV regional working. A key role of the Board is the development of the Strategy which is a statutory requirement placed on Local Authorities and Local Health Boards under Section 5 the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

In recognition that effective responses to VAWDASV must, by necessity, involve the full range of partners including devolved and non-devolved organisations, third sector specialist organisations, survivors and those impacted by forms of VAWDASV, the membership of the Board reflects the widest possible perspective and range of information. Membership also includes representatives able to provide national context and oversight. A full list of Board Membership is available on request from Vawdasv.Gwent@newport.gov.uk.

Board membership is replicated as required across the Strategic Delivery Group which through its Sub Groups and Task Groups will work towards achieving the Strategic Priorities of the Board.

Ensuring regular victim/survivor/service-user engagement and input into all work streams not just participation at the Board level is an essential requirement for informing the Partnership Board on the effectiveness of its work. This will be achieved through establishing clear structures for engagement as outlined in Chapter 6.

Board Structure



The Regional Context

The regional approach to addressing domestic abuse was developed in Gwent by the Welsh Government funded Gwent Domestic Abuse Pathfinder Project (Puckett 2014) which made recommendations around the need for 'a coherent regional strategic framework regarding accountability, need, service provision, resource allocation, training, performance and outcomes'.

The work now underway in Gwent, including that of the Gwent Domestic Abuse Pathfinder Project, has built upon strongly established regional partnerships. The Pan-Gwent Domestic Abuse Forum provided the baseline for where we are now and enabled such collaboration as the Welsh Domestic Abuse Modernisation Project¹⁰

The Gwent Regional Team was established in April 2015 to formalise regional collaboration; to bring together and further develop structures to implement new legislative requirements under the Violence Against Women, Domestic Abuse And Sexual Violence (Wales) Act 2015.

Early development of the regional model was independently evaluated by Cordis Bright 2015¹¹ and based on a set of recommendations that has set the direction for continued regional working.

During this time Gwent has been an early adopter site for 'Ask and Act' targeted enquiry, developing policy and training ahead of national roll out. It is also in this role as a pathfinder region that Gwent develops its regional strategy ahead of national guidance.

The purpose of this strategy is to set out the regional integrated approach to stop violence against women, domestic abuse and sexual violence, to improve the health and well-being of individuals and families affected by abuse and hold to account those who perpetrate such abuse. It aims to build on existing successful partnerships and collaborative working opportunities in the region, and to further increase public awareness and assist local communities, individuals, family members and agencies to deliver a robust response to violence against women, domestic abuse and sexual violence prevention across Gwent. The Partnership Board's ultimate goal is to move towards a society where everybody is able to live violence, abuse and fear free.

¹⁰ Welsh Domestic Abuse Modernisation Project: Report from the Gwent Pilot Group, February 2012

¹¹ South East Wales VAWDASV Board: Evaluation of the regional VAWDASV model: April 2016. Cordis Bright

It is intended that this Gwent strategic framework, and the associated actions and activities detailed within the accompanying delivery plan, will support the Welsh Government and UK Government legislative, strategic and delivery framework to achieve the prevention of violence and abuse, the protection of victims and the support of all those affected. The pillars of these devolved and non-devolved strategies have informed this Strategy. Over the next four years, services and commissioners in Gwent will support a transformation in service delivery and a step change in action to achieve a sustainable reduction in violence and abuse, to help survivors of abuse rebuild their lives and to prevent such abuse from happening in the first place.

Our aim for this strategy is to also influence, help shape and contribute to meeting key regional policy priorities. Accordingly, there exists a formal line of reporting for this Strategy and delivery plan from the Partnership Board to demonstrate the role that this strategy has in contributing to a number of key regional priorities for:

- The five Public Services Boards
- The SEW Children's Safeguarding Board
- The Gwent Adult Safeguarding Boards
- The Supporting People Regional Collaborative Committee
- Greater Gwent Health, Social Care and Well-Being Partnership Board
- Safer Gwent
- Gwent Substance Misuse Area Planning Board
- Gwent Criminal Justice Board

This Strategy mirrors the national strategy in organising the work that needs to be done along three key strands:

- ❖ **Prevention**
- ❖ **Protection**
- ❖ **Support**

In developing the Strategy the Partnership Board has considered current service provision, integrated the requirements of the Act and Welsh Government Policy, the result of the needs

assessment of the area, a strategic analysis of needs, and involved victims and survivors. The associated Strategic Delivery Plan follows the six strategic aims of the National Delivery Plan and sets them in a regional context for the area. In so doing the key objectives and activities required to enhance current service provision over the lifetime of the Strategy are captured.

The Partnership Board recognises, and is committed to, regional working with a view to increased consistency of provision, shared best practice including information sharing, the development of common commissioning principles, and harnessing the contributions of all partners in the strategic vision.

Draft

4. CURRENT PROVISION IN THE REGION

Violence against women, domestic abuse and sexual violence services rest within the statutory and specialist sector. Statutory duties are organised through criminal justice services, local authority social services, housing services and local health board provision. The role of the specialist sector enhances statutory delivery bringing expertise and knowledge that is not possible in the statutory sector and an ability to effectively engage with victims and survivors.

Commissioned, and grant funded services, have historically evolved at the individual geographical level of the five constituent authorities in the region. Notably those services commissioned through the management of Welsh Government anti-poverty programme funding by local authorities. More recently regionalised planning of the Supporting People Programme, through the Regional Collaborative Committee and the VAWDASV fund has determined regionalised arrangements, including the Regional VAWDASV Team and commissioned homelessness prevention services. Other Welsh Government programme funding i.e. Flying Start, Families First, and the former Communities First funding has been managed at local authority geographies. Due to the prevalence of VAWDASV in the casework of social services departments, core local authority funding has also been used to commission specialist services from the third sector to enhance statutory provision. There is, however, no local authority funding or commissioning of sexual violence services. Devolved and non-devolved funding models have presented an immediate risk to the sustainability of Sexual Assault Referral Centres (SARCs) as identified in the needs assessment that underpins this strategy.

The Greater Gwent Health Social Care and Well-being Partnership Board is the statutory regional board under the Social Services and Well-being Act and has identified VAWDASV as a key strand in its Area Plan (under development).

Specialist Sector

There are currently 10 specialist sector providers in the region delivering a range of services that address violence against women, domestic abuse and sexual violence. As the specialist sector has historically been operating on smaller geographies some services operate in smaller areas than the whole region, others more latterly provide services across the area.

1. Barnardos
2. BAWSO
3. Cyfannol Womens Aid
4. Hafan Cymru
5. Llamau
6. New Pathways

7. Newport Women's Aid
8. Phoenix Domestic Abuse Services
9. Victim Support/Connect Gwent
10. SEWREC

The specialist sector has developed in response to need over many years and while services may serve similar client groups the mechanisms and specialisms differ in each provider. In addition to the local sector provision, national services also exist. A current directory of services available in the region is held on the Gwent Adult Safeguarding Board website at:

http://www.gwasb.org.uk/fileadmin/documents/Handout_7_-_Gwent_VAWDASV_services_directory_3_amended_16.12.16_HG.pdf

The VAWDASV needs assessment and strategic analysis includes further information on specialist services.

There are multi-agency centres in each of the five local authorities that have been supported by Welsh Government capital funding. Historically this was managed by local authority Community Safety Partnerships and hence there is a 'centre', often termed a 'one-stop shop', in each local authority that provides a focus for support services to operate out of, and a centre for victims, survivors and their families to receive services and programmes of support from the specialist sector. The benefits of multi-agency centres is that they are close to populations and therefore will continue to be important in the delivery of the Strategy going forward. Multi-agency centres across the region are either owned and provided by the local authority or the specialist sector.

Other grant funding includes that which is devolved through the Police and Crime Commissioner and the Home Office. Aligned to criminal justice provision, the support for victims and the reduction in attrition of witness evidence in order to increase the conviction of perpetrators, the funding supports specialist Independent Sexual Violence Advisors (ISVA) and Independent Domestic Violence Advisors (IDVA) positions. The Gwent Police and Crime Commissioner (along with Welsh Government) has funded a regionalised approach to IDVA provision including support for posts across Gwent and a regional IDVA manager located within the Regional VAWDASV Team.

Specialist criminal justice support for victim/witnesses through ISVA and IDVA positions also exist within specialist sector arrangements, including the local Sexual Assault Referral Centre (SARC), located in Risca.

Public Sector

Outside of the specialist sector public services across Gwent provide support and intervention as part of universal services.

Multi-agency Risk Assessment Conferences (MARACs) operate in each of the five local authority areas. Chaired by Gwent Police Detective Inspectors, with a fortnightly frequency of meetings, the MARACs discuss high risk cases referred from all partners to establish what further support is needed and to coordinate that support through the MARAC.

Domestic Abuse Conference Calls (DACCs) are an early prevention mechanism with the aim of identifying interventions for victims who come to the attention of Gwent Police prior to MARAC threshold levels. The call has been replaced by a Microsoft Sharepoint package that currently delivers the necessary information on victims to all partners. DACCs are managed from the Gwent Police Public Protection Unit.

Multi-Agency Public Protection Arrangements (“MAPPA”) operate in Gwent. These are designed to protect the public, including previous victims of crime, from serious harm by sexual and violent offenders. They require the local criminal justice agencies and other bodies dealing with offenders to work together in partnership in dealing with these offenders.

WISDOM (Wales Integrated Serious and Dangerous Offender Management) is a multi-agency team consisting of Probation, Police, Psychologists and other local partners working together to risk of serious harm through offending by integrating agencies in the management and supervision of offenders. Priority domestic abuse perpetrators fall within the WISDOM definition of high risk of causing serious harm and are the focus of the Gwent pilot.

Violence against women, in its definition includes; female genital mutilation, forced marriage, so called ‘honour based’ violence and trafficking of women and has lead police officers within the Gwent Police Force structure to link closely to specialist Black Minority Ethnic (BME) support providers and national coordination mechanisms.

Connect Gwent, the Gwent Police victims’ hub draws together specialist victim support services in a centrally managed location so that the most appropriate support can be identified and delivered to victims of crime. Connect Gwent receive all victims details electronically direct through Police systems and hence provide a further coordinating mechanism for VAWDASV victims where consent is given.

Probation services, through the Her Majesty’s Prison and Probation Service and the Wales Community Rehabilitation Company, provide bespoke interventions and support for offenders with VAWDASV in their backgrounds.

VAWDASV within the local health board is given focus through safeguarding structures. Mandated targeted enquiry exists through midwifery and health visiting services. The Aneurin Bevan University Health Board will also form part of the Gwent early adopter site for Ask and Act. More widely within the health board the links to the causative factors of VAWDASV e.g. mental health, substance misuse and the effects of VAWDASV (i.e. injury, counselling needs) are acutely felt.

The impacts on adults, children and young people exposed to VAWDASV are all too evident. Local Authority Social Care Services provide care and support to adults and children at risk of abuse or neglect. All forms of VAWDASV feature significantly as presenting issues. Ask and Act policy framework will support earlier disclosure and appropriate referral into services.

Housing Related Support

Across Gwent the Supporting People Programme invests approximately £1.8 million in services for women and men who have experienced VAWDASV. These services include refuge provision, specialist refuge provision, floating support, drop in services, family support, specialist BME services, and target hardening. In addition the programme funding across the region enables people to receive other support that reduces their risk of becoming homeless including direct financial support and support for people with needs that often co-occur with VAWDASV e.g. mental health, substance misuse, debt etc.

The Supporting People planning framework adopted across the region considers population needs through the Gwent Needs Mapping Exercise, performance information, stakeholder input, service user feedback, best practice, and legal and policy drivers. Plans exist at the regional level and within Local Commissioning Plans. A regional refuge equipped to address more complex needs is being developed in the South of Gwent to receive referrals from across the region.

Registered Social Landlords, and in Caerphilly council 'Caerphilly Homes', have their own programmes of support that prioritise VAWDASV victims and provide target hardening so that they may stay in their own homes.

Perpetrator Services

Programmes to deter the continued and escalating abusive behaviour of perpetrators exist within Gwent although, as with the rest of the UK, some of these are relatively new and have strict criteria for inclusion. Within Gwent, in addition to court mandated programmes run by the Wales Community Rehabilitation Company (probation service), there are community based perpetrator programmes. These consist of a Barnardos programme based in Caerphilly and Newport (since January 2017) which are both funded by Social Services working with perpetrators where there is a recognised risk to children, and one operated by Phoenix Domestic Abuse Services in Blaenau Gwent which is open access for local residents and at cost for others. Programmes for young perpetrators (under 18 years of age) are run in Blaenau Gwent, Caerphilly and Newport usually through the local Youth Offending Services. These programmes focus on a mixture of intimate and adolescent inter-familial abuse. Work needs to be undertaken to understand perpetrator work in relation to early intervention and other forms of VAWDASV within all types of relationships.

Training

The region has been one of the Welsh Government early adopter sites for Ask and Act and as such has begun the roll out of Group 1, 2 and 3 of the National Training Framework to relevant authority staff across Gwent. A suite of VAWDASV multi-agency training is delivered across the region raising awareness on specialist topics: Domestic Abuse; Sexual Violence; Working with Male Victims; 'Honour-Based Violence'; Understanding Perpetrators; Effects upon Children; Coercive Control; referral into MARAC.

Healthy Relationships

Across the region there are a range of healthy relationship programmes being delivered to children and young people both within educational and community settings. Whilst there are a number of organisations delivering preventative work, within schools healthy relationship sessions are predominantly delivered as part of the Hafan Cymru Spectrum Programme funded by Welsh Government. In addition schools across Gwent have their own provision and online resources around respectful and healthy relationships that they can access at their own pace. The Gwent Education Safeguarding Leads have been critical partners in identifying pilot sites within education for the early adoption of Ask and Act.

5. NEEDS ASSESSMENT

This Strategy has been informed by a VAWDASV needs assessment for the region, and an associated strategic analysis. The full assessment document and strategic analysis is available on request from Vawdasv.Gwent@newport.gov.uk. The Partnership Board commissioned Welsh Women's Aid to undertake the needs assessment, building on the 2014 work done as part of the Gwent Domestic Abuse Pathfinder Project. Further work has been done to analyse the results of the needs assessment through a strategic analysis to help define the strategy and delivery plan for the region.

The needs assessment is linked to the Greater Gwent Health, Social Care & Well-being Partnership [Population Needs Assessment](#) required under the Social Services and Well-being (Wales) Act 2014. There is a commitment to ensure that this strategy and its underpinning needs assessment will be used as the basis for forward planning and to inform the Area Plan for the region.

Violence against women, domestic abuse and sexual violence in Gwent

It should be noted that a detailed demography and population profiles for individual local authorities is included in the five Public Services Board's well-being assessments under the Well-being of Future Generations (Wales) Act 2015. Included within the Board's assessment and analysis are snapshots from the abbreviated profile and population projections for the region contained within the Social Services and Well-being Act Population Needs Assessment: Gwent Regional Report (2016)¹² In addition the Safer Gwent Strategic Assessment¹³, national

¹² [http://www.caerphilly.gov.uk/CaerphillyDocs/Council-and-democracy/PopulationNeedsAssessment\(eng\).aspx](http://www.caerphilly.gov.uk/CaerphillyDocs/Council-and-democracy/PopulationNeedsAssessment(eng).aspx)

¹³ <http://onewportlsb.newport.gov.uk/documents/One-Newport/Safer-Gwent-Strategic-Assessment-2016-DRAFT-v3.pdf>

data, and proxy data e.g. number of children on the child protection register has been included in the full assessment document

Commissioning to meet needs

Whilst it is important to recognise that this is not a commissioning strategy, its content and associated strategic delivery plan will inform the development of regional commissioning guidelines. It is important to consider key commissioning principles, drivers and barriers in terms of delivering the strategic priorities. Currently the Partnership Board does not directly hold any budget for commissioning VAWDASV services. Services are commissioned by a wide range of funding sources and directly from funding providers to those services themselves, rather than through any centrally held procurement arrangements. Likewise, Board partners commit significant core funding to mitigate the effects of VAWDASV across the population. However, in developing this strategy the knowledge and expertise resides in the Board's partners, and its operational groups. It will be the aim of the Partnership Board to use this expertise at the earliest opportunity to guide commissioning across the region.

For example, in order to deliver a mixed market of specialist support services for violence against women, domestic abuse and sexual violence survivors it is essential that we consider at an early stage the approach we will take and the principles we will adhere to when doing this. Our commissioning principles will be informed by the 10 procurement principles of [The Welsh Public Procurement Policy](#)¹⁴.

This also takes into account the feedback that we have had from providers and survivors in terms of stability, consistency and continuity of services and will contribute to the delivery of strategic priorities.

Accordingly we will develop commissioning principles based on:

- Using the data and information contained within this strategy to inform our thinking in the development of a regional commissioning strategy.
- Developing specifications that take into account the delivery of our strategic priorities for violence against women, domestic abuse and sexual violence in Gwent.
- Considering the sustainability of funding for services and contributing to the Welsh Government scoping on a sustainable funding model for VAWDASV
- Where possible, providing stability to the sector in terms of the duration of the contract(s) and funding for the lifetime of the contract for violence against women, domestic abuse and sexual violence services
- We will work collaboratively with our partners and stakeholders within the violence against women, domestic abuse and sexual violence sector and other associated sectors (for example, education) in the development and commissioning of a mixed market for violence against women, domestic abuse and sexual violence services.

¹⁴ Wales Procurement Policy Welsh Government 2015:

Furthermore, during workshops with providers to map out and understand current and potential future referral pathways and survivor journeys a number of barriers were identified. This led to the focus groups determining that it is essential that any eligibility criteria associated with accessing service provision is based solely on a need to access any violence against women, domestic abuse and sexual violence service rather than a level of risk, complexity or the availability of services.

Draft

6. SURVIVORS AS EXPERTS

This strategy recognises the vital importance of collaborating with survivors and service users, who are ‘experts by experience’ in terms of what has worked for them, their pathways through services and how easy (or difficult) it has been to find the right service and move towards independence and freedom from abuse.

‘Putting our opinion forward is most important’ *‘Our feedback matters’*

‘I can make a difference to others’ *‘I have a voice’*

(Strategy consultation – survivors)

Local survivor engagement has informed the development of this Strategy and will continue to be an important aspect for delivery for the Partnership Board. Without the input and opinion of service users providers cannot shape service provision to be responsive to the very individual needs of victims and survivors. Service user perceptions provide the continuous opportunity to inform, refine and improve services.

The structures for continued survivor engagement in the delivery of this strategy are being developed as a distinct work-stream that will provide the Partnership Board with the mechanisms to ensure the voice of survivors in Gwent is central to all work.

To underpin and inform the development of this strategy, two focus groups were held in Gwent with survivors who have been involved in services within the Region. The purpose of the focus groups was to map the experiences of survivors and service users of specialist services in Gwent and to assess the coverage and availability of services.

Following publication of the draft strategy the Regional Partnership consulted widely in the form of a survey monkey questionnaire and focus groups held with survivors. This has been critical to further develop the strategy, and has significantly informed the intentions and understanding of our 6 strategic priorities as outlined in chapter 8.

National survivor consultation has also informed this document taking the key findings of the Welsh Government “Are you listening and am I being heard?” report¹⁵. This work was informed by 66 survivors who attended focus groups, having experienced a range of violence and abuse including domestic abuse, sexual violence, forced marriage, Female Genital Mutilation (FGM), ‘honour-based violence’, sexual exploitation, trafficking and child sexual abuse.

It is important to note that there was limited consultation with male survivors during the development of the strategy which has highlighted significant gaps in knowledge. The Partnership Board will endeavour to consult widely with all survivor groups including male victims and others who are affected by VAWDASV (including community support networks). Survivor consultation underpinned by best practice guidance for the Region, will continue to inform the delivery of this strategy.

¹⁵http://www.welshwomensaid.org.uk/wpcontent/uploads/2016/03/Are_you_listening_and_am_I_being_heard_FINAL_July_2016.pdf

Output from Consultations with Survivors

The detail associated with the focus groups, together with the outputs and outcomes from other survivor consultation is included at **Appendix 2**, however, a summary of key points is provided below.

- Survivors identified a number of key concerns in terms of the levels of awareness and knowledge when trying to get help, assistance and advice that were common across statutory services, encounters with GPs, ambulance and paramedics, and housing organisations.
- Survivors felt that their experience may have been different if professionals had received appropriate training in order to be able to identify violence against women, domestic abuse and sexual violence and know who to inform.
- Some survivors felt that in their encounters with (for example) social services (adults and children/young people), survivors reported that (it) frequently felt like "...a secondary source of victimisation..." and reported experiences of "bullying" in terms of their choices and decisions they needed to make.
- The perception of some survivors was that services were sometimes disjointed with eligibility, access, and referral pathways not always clear, whilst services for women from black and minority communities were only available in certain areas and not always accessible throughout Gwent. However, it should be noted that this is not the perception of all survivors who were consulted.
- Survivors expressed their fear of disclosing to Social Services in case their children were removed from their care. This view is also reinforced by perpetrators to exert further control over their victims.
- Survivors recognised that the National Strategy includes priorities for action that if implemented would challenge the behaviours and actions of perpetrators, and they felt that this is very positive. They identified a number of actions in terms of how they felt perpetrators should receive harsher consequences for violence against women, domestic abuse and sexual violence offences and actions to address issues at an earlier age to prevent abusive behaviours.
- Survivors felt that it is essential that trained staff from independent specialist violence against women, domestic abuse and sexual violence services are co-located in a wide range of public services
- Survivors (along with other stakeholders) identified a range of suggestions for improving services in Gwent, details of which are provided at **Appendix 2**.

7. ENGAGEMENT FINDINGS

Engagement and consultation was carried out with survivors (see Section 6 Survivors as Experts), specialist service providers, generic service providers, commissioners, stakeholders and Partnership Board members.

Participants were highly engaged in providing both positive and negative observations of the current and future landscape. To achieve this level of engagement considerable effort was made to engage with contributors and to arrange one-to-one appointments and/or focus groups. Contributors were also offered the option of filling in a questionnaire.

The information gathered during this process formed a broad spectrum of opinion. Issues highlighted can be matched to the Welsh Government six national strategic objectives (see Chapter 8) and are presented within **Appendix 2**.

Key concerns are outlined below:

- Lack of understanding amongst professionals leading to reduced confidence in professional contacts.
- Both recognition and concern over the preventative and pastoral role of education in dealing with issues of VAWDASV.
- The effectiveness of services aimed at holding perpetrators to account and the consistency and availability of provision across the region.
- The persistent difficulty to prioritise and define early intervention.
- Consistency and sustainability of training.
- The lack of an integrated referral pathway into services and how to ensure that services are sustainable long term.
- Perceived victim blaming by statutory services

The findings from this engagement process are fully integrated within the Partnership Boards Strategic Priorities going forward.

8. HOW WE WILL ACT TOGETHER TO TACKLE VAWDASV: OUR STRATEGIC PRIORITIES

Violence against women, domestic abuse and sexual violence impacts upon all services, not least adult and children's social services, housing, criminal justice, education, the police, health services, and voluntary and community organisations. This strategy will further enable a coordinated community response within Gwent in order to reduce the prevalence and impact of violence against women, domestic abuse and sexual violence and increase the awareness and ability to act swiftly and effectively within communities and professionals.

The Partnership Board want to ensure that all agencies and organisations within the region respond effectively to the challenges and issues both within their own organisations and in collaboration with partners and stakeholders to prevent harm, reduce risk and increase the immediate and long term safety of people living within the region.

In line with The Well-being of Future Generations (Wales) Act 2015, we intend to deliver on the actions within this strategy using the "sustainable development principle" and follow five ways of working to ensure we work collaboratively with people and communities, avoid repeating past mistakes and tackle some of the long terms challenges we face.

Accordingly we will achieve this by:

- **Prevention:** Recognising that early intervention is the primary overarching principle to tackling VAWDASV and improving outcomes for victims and those closest to them, particularly children in families.
- **Integration:** Consider how the violence against women domestic abuse and sexual violence objectives impact upon each of the well-being goals¹⁶, and on the objectives and priorities of other key statutory services strategies.
- **Collaboration:** Members of The Partnership Board will work collaboratively with partners and stakeholders to ensure that the actions, objectives and targets of this strategy are met.
- **Involvement:** We will ensure that we engage and involve the right people at the right time with a focus on survivor engagement.
- **Long Term:** We will approach regional commissioning and the implementation of an agreed sustainable funding model pragmatically and ensure that the short term needs of survivors continue to be met whilst any longer term reconfiguration is undertaken

We will also ensure the efficient **integration** of services in terms of the effective management and delivery of specialist violence against women, domestic abuse and sexual violence services

¹⁶ [The Well-Being of Future Generations \(Wales\) Act 2015](#)

so that service beneficiaries receive a continuum of preventive, safe and supportive services, according to their needs that is consistent throughout the region.

The seven well-being goals contained within the Well-being of Future Generations (Wales) Act 2015 underpin the objectives which are enshrined within the key thematic purpose of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 (the Act):

- ❖ **Prevention**
- ❖ **Protection**
- ❖ **Support**

Preventing violence against women, domestic abuse and sexual violence is the predominant outcome that the Partnership Board will focus its efforts on. The associated Delivery Plan will align its milestones and targets against the above themes and the strategic priorities.

Preventing violence and abuse

Violence against women and girls has been described as 'perhaps the most pervasive violation of human rights across the globe'¹⁷ yet it is entirely preventable.

The priorities identified within this strategy and accompanying Strategic Delivery Plan will ensure that The Partnership Board continues to build upon the collaborative approach to preventing violence against women, domestic abuse and sexual violence from happening, by challenging the attitude and behaviours which foster it, intervening early, where possible, to prevent its recurrence, reducing the impact of violence against women, domestic abuse and sexual violence and working toward a future where it is eliminated.

- We will actively work together with schools, government, health, the police/criminal justice system, local authorities, and the community to work in a coordinated and collaborative way to raise the awareness of violence against women, domestic abuse and sexual violence to stop abuse before it begins.
- We want to be confident that all professionals within our area are equipped with the knowledge to effectively respond to any disclosures of violence against women, domestic abuse and sexual violence.

Protection

Protection of survivors is a critical aspect of the coordinated response to violence against women, domestic abuse and sexual violence and The Partnership Board is committed to working collaboratively to protect those who are experiencing violence against women, domestic abuse and sexual violence from suffering further harm, and protect any children within the family.

¹⁷ <http://www.un.org/press/en/1999/19990308.sgsm6919.html>

- Through collaborative working with partners we will ensure that alleged perpetrators of abuse in Gwent are dealt with appropriately and that survivors and their children are given protection against further abuse.
- We want to further develop the evidence base on different manifestations of violence against women, domestic abuse and sexual violence to help inform regional targeted and innovative approaches.
- We will consider the evidence base for what works in the context of perpetrator programmes, identify and disseminate good practice.

Support

Providing effective support services for people who have been affected by violence against women, domestic abuse and sexual violence is complex, as people's experiences and needs can be vastly different. However, we will work with partners to promote a supportive culture that is underpinned by a range of services that respond to individuals and their families.

Specialist services in Gwent have adopted an empowerment approach which seeks to restore the control to survivors that is stolen by violence. The support they provide creates an environment in which survivors can exercise choice and self-determination.

Gwent has a range of excellent services established over many decades. Access to such services is a right for survivors when suffering domestic violence or abuse, when at risk of forced marriage or female genital mutilation, when subject to abuse related to sexual violence, prostitution, and all other forms of gender based violence. The Partnership Board will ensure that this good practice is replicated across the region and that the availability of services is consistent.

- We want anyone experiencing violence against women, domestic abuse and sexual violence to be aware of the support that is available within Gwent and have the confidence to access them
- We want survivors to be able to access the service that they need, delivered in the right place and at the right time on their recovery journey

Strategic Priorities

The Partnership Board has set a clear rationale for identifying the six Strategic Priorities based upon the evidence provided:

Strategic Priority 1: Increase awareness and challenge attitudes of violence against women, domestic abuse and sexual violence across Gwent.

Survivors felt that there were people in all services who lacked the necessary knowledge, understanding and empathetic attitude to encourage confidence to disclose violence against

women, domestic abuse and sexual violence. We need to increase awareness for all staff within public services; we need also to challenge public perceptions. We need members of the community to spot the signs and know where there is support available. At the same time we need to send a clear message that these forms of abuse are not acceptable.

'The media, family, schools and employers all need awareness'

'People need practical advice on safe ways to contact the police or other agencies'

'[We] need to get this issue into public consciousness'

(Strategy consultation responses – survivors)

Strategic Priority 2: Increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong

Survivors felt that there was not enough education about healthy relationships and gender equality to prevent future abusive behaviour particularly where children had already been subjected to violence and abuse in their own homes. Raising awareness of safe and healthy relationships enables young people to differentiate between what is acceptable and unacceptable behaviour. It is also important that we educate children and young people to know that help is available, as well as how to access that support.

'I met him when I was 13. He used to stand outside the school'

'Schools have firework safety sessions every year, but we need to do something with VAWDASV which is happening every day of the year'

(Strategy consultation responses - survivors)

Strategic Priority 3: Increase focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety

There is a need for increased understanding of the current provision across Gwent and development of best practice guidance for commissioning services which prioritises victim safety. If we do not hold perpetrators to account we give them no incentive to change their behaviour. At the same time we need to provide a clear message about what behaviour/s are acceptable in our society. Some survivors felt that perpetrator programmes did not always consider the safety of victim/survivor and any children as a primary focus. Work with perpetrators cannot happen in isolation and needs to be rooted in victim safety and prevention. If the cycle is to be broken, there is a huge role to play for all services.

'The cord is cut once you go to court...if a perpetrator is found not guilty in court they can walk down any street and knock on any door...the victim has to change their whole life'

'Perpetrator programmes are 'enigmas that need much more research''

(Strategy consultation responses – survivors)

Strategic Priority 4: Make early intervention and prevention a priority

Providers tell us that there are many lost opportunities to make every intervention an effective and preventative one. Domestic Homicide Reviews highlight missed opportunities to intervene. We need professionals and members of the community, to recognise signs, to safely ask questions and take appropriate action. A focus on prevention is important if we are to break the cycle of abuse and will mean working holistically to tackle VAWDASV, including working with perpetrators, undertaking awareness raising work across all communities including children and young people. Providers have expressed concern about prioritising early intervention and prevention alongside other competing priorities for the public sector. We must ensure early intervention and prevention is core business across all Strategic Priorities.

'Support can be good from GPs but you need to be able to have a voice. It takes time to build a relationship which is difficult in 10 minutes'.

"Survivors spoke of the need to promote early awareness to by-standers so 'individuals feel empowered to speak up'".

(Strategy consultation – survivors)

Strategic Priority 5: Relevant professionals are trained to provide effective, timely and appropriate responses to victims and survivors

It is clear from the evidence that disclosures are made by survivors and their families to a range of public services. Survivors felt there was a need for more consistency between services e.g. police, housing and support services. Some survivors felt that staff in both statutory and other professional services were not trained and/or did not have the confidence to pick up on issues raised, albeit that this may be indirect. The National Training Framework (NTF) aims to strengthen the response amongst those offering specialist or universal services. It aims to bring quality assurance and consistency with respect to training professionals around VAWDASV issues. Through the NTF we will improve responses across public services, promoting early intervention and providing a gateway for victims to access appropriate forms of help and support.

'Professionals kind of know what you're going through but they don't acknowledge it because then they would need to do something with the information'.

'Referral process is like walking on hot coals'.

'I went to the GP every Monday after an incident and I just wanted him to ask why are you here? What is happening?'

(Strategy consultation – survivors)

Strategic Priority 6: Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services throughout the region.

Providing support to people affected by VAWDASV can be complex and people's experience and needs can be vastly different. Survivors will choose to engage with services in a variety of ways; there needs to be a range of services that are accessible and can respond effectively and universally to these needs. Survivors felt that there were not enough experts based in key disclosure points like police stations, hospitals and GP surgeries, The Needs Assessment highlighted some of the gaps and capacity issues in specialist service provision. Providers of services raised concerns over insecure funding. Services that are strength- based increase resilience, independence and a life free from abuse. Public services, community and voluntary organisations and independent specialist services all have a key role to play. We will focus on working collaboratively to develop a framework for service delivery that is sustainable, informed by survivors and enables clear referral pathways into specialist services.

'You can't overturn a situation on your own when you're already vulnerable. Living in fear all the time you are a nervous wreck. [You] don't always have control over your responses'

'You have to stand on the other side of the glass and explain why you are there – people in the waiting room can hear...we need opportunities to speak alone'

'Referral process is like walking on hot coals'

'Once you've told someone you need to leave straight away'

'Getting help was the best thing that's ever happened to me'

(Strategy consultation – survivors)

There will be critical challenges to achieving these which the underpinning engagement work and Needs Assessment has articulated.

9. HOW WE WILL MONITOR OUR PROGRESS: OUR STRATEGIC DELIVERY PLAN

The Partnership Board will provide the governance structure to develop, approve and monitor this joint regional strategy as required by Local Authorities and Local Health Boards under the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.

There will be formal lines of reporting from the Partnership Board into Public Services Boards, Safeguarding Boards and other regional partnerships with opportunities identified to influence and inform regional strategic planning. The cross-working and aligned work plans across adults and children's safeguarding structures will assist in the delivery of this strategy.

Measuring the progress of the Strategy

Welsh Ministers are required to publish annual reports of the progress made towards achieving both the objectives in the National Strategy and achievement towards the purpose of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015. Section 11 of the Act also requires Welsh Ministers to 'publish national indicators that may be applied for the purpose of measuring progress towards the achievement of the purpose of this Act.' The national indicators will measure collective national progress in achieving the purpose of the Act.

Regionally, these National Indicators present agencies and partnerships in Gwent with a renewed opportunity to work towards a quality assured coordinated and coherent measurement framework and to mainstream violence against women, domestic abuse and sexual violence data across wider policy areas, in a way that aligns with these national indicators.

The Partnership Board will identify regional outcomes and indicators to measure progress and success in delivering this Strategy which, along with the National Indicators, will help public bodies, other stakeholders and communities to understand the extent to which our priorities are being achieved.

Regional data will also be used to inform national progress reports, referred to above, which will help demonstrate how effective we have been in achieving the Strategic Priorities set out in this regional and National Strategy.

In recognising its role as the 'Pathfinder Region' the Partnership Board will commit to influencing and contributing to the national VAWDASV agenda.

The Strategic Delivery Plan

The Strategic Delivery Plan which accompanies this strategy is a working document that outlines The Partnership Boards commitment to the next 12 months activity. The 6 Strategic Priorities detailed within the Delivery Plan will contribute to the pursuit of the **prevention** of violence and abuse, the **protection** of victims and the **support** of all those affected.

The statutory responsibilities under the VAWDASV (Wales) Act 2015 will be discharged through the VAWDASV Partnership Board and annual reporting against this Regional Strategy and its Delivery Plan will be submitted to Gwent Public Services Boards and incorporated into Well-being plan reporting.

In developing this strategy and its underpinning research, the on-going work and the focus of the Partnership Board has been defined. The work undertaken to date has provided the region with an overview of provision whilst revealing gaps in knowledge and data and that will be necessary to address in the immediate and longer term.

Through its Strategic Delivery Plan the Board has set clear objectives that address each of the 6 Strategic Priorities and the means by which to achieve these. The Partnership Board will be committed to building on successful work with the specific aim of strengthening and progressing provision collaboratively across all areas.

The Partnership Board through its Strategic Delivery Group will be responsible for the implementation and monitoring of the Strategic Delivery Plan. This document is available on request from Vawdasv.Gwent@newport.gov.uk. Through its communication framework the Partnership Board will ensure that information relating to this Strategy reaches the relevant audience by a variety of different methods which are relevant to their needs.

Draft

Appendix 1

UNDERSTANDING THE LANGUAGE USED

1. Definitions of abuse (*Gwent Violence Against Women, Domestic Abuse and Sexual Violence Partnership Board Terms of Reference*).

Violence Against Women

The United Nations defines "Violence against Women" as a "form of discrimination against women and a violation of human rights and shall mean all acts of gender-based violence that results in, or is likely to result in, physical, sexual or mental harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life."

Domestic Abuse

According to the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 domestic abuse means 'abuse where the victim of it is or has been associated with the abuser. This can be committed by an intimate partner, ex-partner, spouse, civil partner or family relative' (a full definition of intimate and familial relations can be accessed within the Act).

The abuse can be physical, sexual, psychological, emotional or financial abuse.

This is in line with the Home Office's definition of domestic abuse as 'any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality'.

The Serious Crime Act 2015 legally defines the offence of coercive and controlling behaviour within intimate or familial relations as domestic abuse. 'Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is an act or a pattern of acts of assaults, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim'.

Rape and sexual violence

Sexual violence is any unwanted sexual act or activity. *According to the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 sexual violence means sexual exploitation, sexual harassment, or threats of violence of a sexual nature. The act further defines sexual exploitation as something that is done to or in respect of a person which warrants an offence under Part 1 of the Sexual Offences Act 2003. This includes the following definitions:*

- Rape is when a person intentionally penetrates the vagina, anus or mouth of another person with his penis when that other person does not consent to the penetration, and/or he does not reasonably believe that the other person consents.
- Assault by penetration is the intentional sexual penetration of the vagina or anus of another person with a part of the person's body or anything else, when that other person does not consent to the penetration, and/or he does not reasonably believe that the other person consents.
- Sexual assault is a person intentionally touching another person sexually in a manner to which the other person does not consent to the touching, and/or the person does not reasonably believe that the other person consents.
- Child sex offences including rape or any sexual activity with a child, familial child sex offences and meeting a child following sexual grooming.

Sexual harassment

According to the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 harassment means a course of conduct (including speech) by a person which he or she knows or ought to know amounts to harassment of the other. For incidents that took place after 1st October 2005 there are two types of sexual harassment – unwanted contact on the grounds of your sex and unwanted physical verbal or non-verbal conduct of a sexual nature.

Gender Based Violence

According to the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 gender-based violence means:

- *Violence, threats of violence or harassment arising directly or indirectly from values, beliefs or customs relating to gender or sexual orientation.*

This includes 'Honour based violence' which can be distinguished from other forms of violence, as it is often committed with some degree of approval and/or collusion from family and/or community members. Examples may include murder, un-explained death (suicide), fear of or actual forced marriage, controlling sexual activity, domestic abuse (including psychological, physical, sexual, financial or emotional abuse), child abuse, rape, kidnapping, false imprisonment, threats to kill, assault, harassment, forced abortion. This list is not exhaustive.

- *Female genital mutilation which is an act that is an offence under sections 1, 2 or 3 of the Female Genital Mutilation Act 2003.*

FGM also known as female circumcision or female genital cutting, is defined by the World Health Organisation (WHO) as "all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs for non-medical reasons" as defined by the World Health Organisation (WHO).

- *Forcing a person (whether by physical force or coercion by threats or other psychological means) to enter into a religious or civil ceremony of marriage (whether or not legally binding). This is commonly known as Forced Marriage. The pressure put on people to marry against their will can be physical (including threats, actual physical violence and sexual violence) or emotional and psychological (for example, when someone is made to feel like they're bringing shame on their family). Financial abuse (taking your wages or not giving you any money) can also be a factor.*

2. Glossary

Victim/Survivor: The term used to describe the person who is potentially experiencing violence against women, domestic abuse and sexual violence. Other terms encompassed may include; 'service user' 'client' and 'patient' and reflect the terms used by different organisations to define their relationship to the person at risk. In practical terms it is suggested that the person experiencing these issues selects the term they prefer, where a term is required.

Public Service: Public services are services delivered for the benefit of the public, supported via government, to serve people in a particular society or community. This can include services delivered through the third sector, through social enterprise or through services that are contracted out.

Local Authority: A county council or county borough council

Relevant authorities: county councils and county borough councils, Local Health Boards, fire and rescue authorities and NHS trusts

VAWDASV specialist sector: Third sector organisations whose core business is violence against women, domestic abuse and sexual violence.

Independent Domestic Violence Adviser (IDVA): Trained specialist worker who provides short to medium-term casework support for high risk victims of domestic abuse.

Independent Sexual Violence Adviser (ISVA): Trained specialist worker who provides support to victims/survivors of rape and sexual assault.

BME/BAME – Black and Minority Ethnic or Black, Asian and Minority Ethnic is the terminology used to describe people of non-white descent.

Ask and Act: A process of targeted enquiry across the Welsh Public Service in relation to violence against women, domestic abuse and sexual violence.

Target Hardening: Target hardening is a means with which to make a property safer for the resident and reduce the risk of attack in this case by the perpetrator of domestic abuse. *(It should be part of a 'spectrum' of services made available to help to protect victims of domestic abuse alongside support in the community, access to refuge provision, involvement of the police or other statutory services and programmes for perpetrators of domestic abuse - Domestic Abuse and Housing in Wales Factsheet (CIH Cymru 2013)*

Draft

This page is intentionally left blank

Fairness and Equalities Impact Assessment (FEIA)

Version 3.6 May 2017

The purpose of this assessment is to provide balanced information to support decision making and to promote better ways of working in line with equalities (Equalities Act 2010), Welsh language promotion (The Welsh Language (Wales) Measure 2011), sustainable development (Wellbeing of Future Generations (Wales) Act 2015), and the four parameters of debate about fairness identified by the Newport Fairness Commission (NFC Full Report to Council 2013).

Completed by: Rebecca Haycock **Role:** Regional Adviser (VAWDASV)

Head of Service: Sally Jenkins **Date:** 28/02/2018

I confirm that the above Head of Service has agreed the content of this assessment

Yes

When you complete this FEIA, it is your responsibility to submit it to
impact.assessment@newport.gov.uk

1. Name and description of the policy / proposal being assessed. Outline the policy's purpose.

The Gwent Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Strategy is a requirement under the VAWDASV (Wales) Act 2015. The Strategy has been prepared by the Gwent VAWDASV Partnership Board of which Newport City Council is a member and the lead organisation for the Regional Coordination Team.

This first joint strategy for Gwent aims to tackle VAWDASV by supporting victims and survivors, tackling perpetrators, ensuring professionals have the tools and knowledge to act, increasing awareness of VAWDASV and the support available, and helping children and young people to understand inequality in relationships and that abusive behaviour is always wrong.

2. Outline how you have/ will involve stakeholders who will be affected by the policy/proposal

The Gwent VAWDASV Partnership Board is responsible for developing and delivering this strategy. Membership includes; the five local authorities, Gwent Police, and the Office of the Police and Crime Commissioner, Aneurin Bevan University Health Board, Wales Ambulance Service Trust, Probation Services, Registered Social Landlords, Supporting People Regional Collaborative Committee, Fire and Rescue Service, Gwent Adult and Children Safeguarding Boards, VAWDASV specialist sector partners and voluntary sector organisations.

Regular victim/survivor/service-user engagement and input into the delivery of the strategy is an essential requirement for informing the Partnership Board on the effectiveness of its work.

Local survivor engagement has informed the development of this Strategy and will continue to be an important aspect for delivery for the Partnership Board. Without the input and opinion of service users providers cannot shape service provision to be responsive to the very individual needs of victims and survivors.

Engagement and consultation was carried out with survivors, specialist service providers, generic service providers, commissioners, stakeholders and Partnership Board members.

Activity has included:

- Oversight/steer at quarterly Board meetings
- Data collection to inform a VAWDASV needs assessment and an associated strategic analysis
- One to one engagement/interviews
- Survivor focus groups to develop the strategy (through specialist VAWDASV organisations)
- Survivor focus groups to consult on the draft strategy (through specialist VAWDASV organisations)
- Public online consultation on the draft strategy

The structures for continued survivor engagement in the delivery of this strategy are being developed as a distinct work-stream that will provide the Partnership Board with the mechanisms to ensure the voice of survivors in Gwent is central to all work.

3. What information/evidence do you have on stakeholders? e.g. views, needs, service usage etc. Please include all the evidence you consider relevant.

Needs Assessment data/Strategic Analysis Document
 Engagement interviews
 Focus group data
 Public consultation feedback
 Board minutes

4. Equalities and Welsh language impact

Protected characteristic	Impact:			Provide further details about the nature of the impact in the section below. Does it: 1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?
	Positive	Negative	Neither	
Age	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Children 0-10 Young people 11-25 Older people Census categories 0-9 10 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65-74 75+
Disability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Disabled including: Hearing Impaired Learning Difficulties Physical/ Mobility Impaired Speech Impaired Visually Impaired Other impairment Not disabled
Gender reassignment/transgender	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	



Protected characteristic	Impact:			Provide further details about the nature of the impact in the section below. Does it: 1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?
	Positive	Negative	Neither	
Marriage or civil partnership	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> • Never married and never registered in a same-sex civil partnership • Married • Separated, but still legally married • Divorced • Widowed • In a registered same-sex civil partnership • Separated but still legally in a same-sex civil partnership • Formally in a same-sex civil partnership which is now legally dissolved • Surviving partner from a same-sex civil partnership
Pregnancy or maternity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>In employment a woman is protected from discrimination when she is pregnant and during a period of compulsory or additional maternity leave.</p> <p>In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination when she is pregnant and for 26 weeks from when she has given birth.</p>
Race	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>A White</p> <ul style="list-style-type: none"> <input type="checkbox"/> British <input type="checkbox"/> Irish <input type="checkbox"/> Gypsy or Irish Traveller <input type="checkbox"/> Any other white background <p>B Mixed/ Multiple</p> <ul style="list-style-type: none"> <input type="checkbox"/> White and Asian <input type="checkbox"/> White and Black African White and Black Caribbean???? <input type="checkbox"/> Any other mixed background..... <p>C Asian or Asian British</p> <ul style="list-style-type: none"> <input type="checkbox"/> Indian <input type="checkbox"/> Bangladeshi <input type="checkbox"/> Chinese <input type="checkbox"/> Pakistani <input type="checkbox"/> Any other Asian background <p>D Black or Black British</p>

Protected characteristic	Impact:			Provide further details about the nature of the impact in the section below. Does it: 1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?
	Positive	Negative	Neither	
				<input type="checkbox"/> African <input type="checkbox"/> Caribbean <input type="checkbox"/> Any other Black background E Other ethnic group <input type="checkbox"/> Arab <input type="checkbox"/> Any other ethnic group
Religion or Belief or non-belief	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Buddhist Christian Hindu Jewish Muslim Sikh Other religion or belief Humanist No religion nor belief
Sex/ Gender Identity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Female Male Prefer to self- describe e.g. Intersex
Sexual Orientation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Gay / Lesbian Heterosexual/ Straight Prefer to self-describe Bisexual
Welsh Language	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	What are the Welsh language related impacts/

Protected characteristic	Impact:			Provide further details about the nature of the impact in the section below. Does it: <ol style="list-style-type: none"> 1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?
	Positive	Negative	Neither	
				effects (whether positive or negative or both)? How does it mitigate any adverse impacts/ effects on the Welsh language? Does it promote and facilitate the use of the Welsh language? Does it increase the number of people speaking Welsh?

5 How has your proposal embedded and prioritised the sustainable development principle in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.
 <p>Long Term</p> <p>Balancing short term need with long term needs</p>	<p><i>We are required to look beyond the short term timescales for financial planning and political cycles and instead plan with the longer term in mind (guidance says at least 10 years, but preferably 25). Consider what impact this will have on the community in the long term.</i></p> <p>This VAWDASV Strategy seeks to consider the long term outcomes for victims, survivors and their families and in particular any children and young people exposed to VAWDASV.</p> <p>We will approach regional commissioning and the implementation of an agreed sustainable funding model pragmatically and ensure that the short term needs of survivors continue to be met whilst any longer term reconfiguration is undertaken.</p>
 <p>Collaboration</p> <p>Working together to deliver objectives</p>	<p><i>Have you considered how acting in collaboration with any other person, organisation or any other part of our organisation could help meet this proposal and meet our well-being objectives?</i></p> <p>The Gwent VAWDASV Partnership will work collaboratively with partners and stakeholders to ensure that the actions, objectives and targets of this strategy are met.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved? Do you plan to involve them in the future? Do those people reflect the diversity of the area which is served?</i></p> <ul style="list-style-type: none"> • Residents • Local businesses • Community groups • partners <p>Integral to the development and on-going review of this strategy is: Listening to victims, survivors and their families to understand their experiences of support offered to them to continually review and make improvements in responses; Involving all partner agencies that are able to make an impact on VAWDASV.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p><i>When developing this proposal have you considered what the root causes of the issue are? Does this proposal address the root causes and prevent them from occurring?</i></p> <p>Understanding and preventing the occurrence of VAWDASV and preventing poor outcomes for victims, survivors and their families. This strategy recognises that early intervention is the primary overarching principle to tackling VAWDASV and improving outcomes for victims and those closest to them, particularly children.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p><i>How does this proposal impact on the Well-being Goals, the council's Well-being Objectives and Well-being Objectives from other organisations</i></p> <p>Well-being Goals</p> <ul style="list-style-type: none"> • A prosperous Wales • A resilient Wales • A healthier Wales • A more equal Wales • A Wales of more cohesive communities • A Wales of vibrant culture an thriving Welsh Language • A globally responsible Wales <p><i>It is important to refer to the definitions of each of these goals to ensure that you are considering the full implications of each goal. These can in the guidance.</i></p> <p>Newport City Council Well-being Goals</p> <ul style="list-style-type: none"> • To improve skills, educational outcomes and employment opportunities • To promote economic growth and regeneration whilst protecting the environment • To enable people to be healthy, independent and resilient • To build cohesive and sustainable communities

6

The Gwent VAWDASV Strategy contributes to the Well-being Goals set out in the Well-being of Future Generations (Wales) Act 2015:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of more cohesive communities

The Gwent VAWDASV Strategy contributes to the Newport City Council Well-being Goals:

- *To enable people to be healthy, independent and resilient*
- *To build cohesive and sustainable communities*

7 Will the proposal/policy have a disproportionate impact on a specific geographical area of Newport?

No. This strategy aims to ensure a consistent approach across Gwent.

8 How does the proposal/policy relate to the parameters of debate about Fairness identified by the Newport Fairness Commission

The purpose of this strategy is to address violence against women, domestic abuse and sexual violence recognising that it is a violation of human rights and a cause and consequence of inequality between women and men.

Whilst it is important that this Strategy acknowledges and communicates the disproportionate experience of women and girls it recognises that anyone (women, men, children and young people) can experience and be affected by domestic abuse, rape and sexual assault, sexual abuse, forced marriage, child sexual abuse, stalking and harassment, sexual harassment and exploitation. This can happen in any relationship regardless of sex, age, ethnicity, gender, sexuality, disability, religion or belief, income, geography or lifestyle. A significant number of those who experience VAWDASV will have one or more 'protected characteristics', under the Equality Act 2010 and will face additional vulnerabilities and increased barriers to support. This Strategy aims to tackle all forms of VAWDASV.

9 Taking this assessment as a whole, what could be done to mitigate any negative impacts of your policy and better contribute to positive impacts?

There are challenges to ensuring that all groups are effectively involved. It is important to note that there was limited consultation with male survivors during the development of the strategy which has highlighted significant gaps in knowledge. The Partnership Board are aware of the challenges for engaging with particular groups and will endeavour to consult widely with all people from a range of different circumstances including male victims and others who are affected by VAWDASV (including community support networks).

Survivor consultation underpinned by best practice guidance for the Region, will continue to inform the delivery of this strategy.

10 Monitoring, evaluating and reviewing

How and when will the impact of the proposal/ policy be monitored and reported on?

The Strategic Delivery Plan which accompanies this strategy is a working document that outlines the annual commitment to achieving the strategic priorities. The Partnership Board through its Strategic Delivery Group will be responsible for implementation and monitoring.

On-going and emerging issues around equality and diversity will be a priority focus across all work-streams and the delivery of the strategy will be informed by these.

Survivor and service user perceptions provide the continuous opportunity to inform, refine and improve services.

11 Involvement

How will people be advised of the changes and of the FEIA?

The outcome of this FEIA will be reported to each relevant authority partner organisation and will be published on Newport City Council's equalities page.

12 Summary of Impact (for inclusion in any report)

Equality Act 2010 AND Welsh Language

The purpose of this strategy is to address inequalities inherent in all forms of violence against women, domestic abuse and sexual violence. There are no identified inequality implications either intended or unintended as a result of this strategy.

The strategy has been made available in Welsh throughout consultation. All required partner organisations will be responsible for their obligations under the Welsh language

Act

Through on-going monitoring, evaluation and review the VAWDASV Partnership will ensure issues around equality are consistently raised and delivery of the strategy adapted.

Wellbeing of Future Generations (Wales) Act 2015

[The Well-Being of Future Generations \(Wales\) Act 2015](#) sets out seven wellbeing goals relevant to the prevention of violence against women, domestic abuse and sexual violence and support of survivors. The Act puts in place a “sustainable development principle” which requires public bodies to follow five ways of working to ensure they work collaboratively with people and communities, avoid repeating past mistakes and to tackle some of the long term challenges being faced. The five ways of working in the context of VAWDASV are:

- **Prevention:** Understanding and preventing the occurrence of VAWDASV and preventing poor outcomes for victims, survivors and their families.
- **Integration:** Integrating activity across the statutory and third sector and ensuring the coordination of programmes of work such that they achieve the maximum benefit.
- **Collaboration:** Collaborating through the Gwent VAWDASV Partnership Board, the Strategic Delivery Group and Sub-groups and between the partner bodies.
- **Involvement:** Listening to victims and survivors to understand their experiences of the support offered to them to continually review and make improvements in responses. Involving all agencies that are able to make an impact on VAWDASV.
- **Long Term:** Considering the long term outcomes for victims, survivors and their families and in particular any children and young people exposed to VAWDASV.

This page is intentionally left blank

Report

Cabinet

Part 1

Date: 18 April 2018

Subject: **Integrated commissioning and Section 33 agreement for care homes for older people in Gwent**

Purpose To inform Cabinet of the progress made towards fulfilling the Councils statutory requirement & guidance to establish a regional Section 33 Agreement (also termed 'pooled funds') in relation to the exercise of care home accommodation functions (in this case care homes for older people), between Newport City Council, Caerphilly CBC, Blaenau Gwent CBC, Monmouthshire CBC, Torfaen CBC and Aneurin Bevan University Health Board (ABUHB).

Author Head of Adult and Community Services

Ward All Wards

Summary The Social Services and Well-Being Act (SSWBA) introduces statutory guidance that requires the Regional Partnership Boards in Wales to establish integrated commissioning and pooled funds in relation to the exercise of care home accommodation functions by April 2018. This report details how Newport City Council, will meet this statutory requirement using a section 33 agreement.

Proposal To approve the pooled budget arrangements for care home accommodation functions to be overseen by the Regional Partnership Board (RPB) and, in particular that the fund will not share financial risk nor introduce any potential cross-subsidy between the partners.

To agree that any changes to this approach will require further approval by all partners and further agreement by Cabinet.

To approve delegated powers to the Cabinet Member as Newport City Council member of the RPB, in the exercise of those functions, and consideration of any specific arrangements that need to be put in place to meet statutory duties at local and regional level.

To confirm the required key elements for these arrangements through development of a formal Partnership Agreement i.e a Section 33 agreement

To confirm resource implications for the local authority in relation to the pooled budget arrangements and oversight of the pooled budget agreements by the RPB.

Action by Head of Adult and Community Services

Timetable Immediate

This report was prepared after consultation with:

- Commissioning and Contracts Manager
- Senior Finance Business Partner
- Service Manager (Regional Commissioning and Partnerships) Torfaen County Borough Council

Background

Partnership and collaboration is a recurrent theme within the Social Services and Wellbeing (Wales) Act; Part 9 of the Act details the duties and expectations around partnership working. It should be noted that this is statutory guidance rather than a Code of Practice, reflecting that it relates to expected partnership arrangements between organisations.

An overview of integrated and pooled budget arrangements for the Gwent Region was the subject of a Ministerial report in January 2017 and copies were distributed to the Gwent Regional Partnership Board and Leadership Group in February 2017.

Supported by the National Commissioning Board (NCB) and Welsh Local Government Association (WLGA) the Gwent Regional Partnership Board agreed to be the pilot area for Wales for developing a Model Partnership Agreement (MPA) for pooled budget arrangements for older people under Part 9 of the SSWB Act. A short timeline for completion was agreed and put in place and a final MPA document was received in March 2017.

The Project Team which has overseen this work were keen to ensure that the scope of the agreement and its design principles were cogent with that of the agreed Regional Joint Statement of Strategic Intent for Older People, adopted by Regional Partnership Board in late 2016, and taken through formal adoption by each statutory partner.

In terms of the size and scope of the care home market in Wales, a national market analysis was conducted in 2016 with a census undertaken at the same point in time across the country. This showed that in 2015/16 there were nearly 18,000 placements by local authorities and health boards, which included 4,877 placements of people funding their own care. There were 21,823 registered beds in care homes for older people at the time of the census and the combined local authority and health board spend was approximately £369 million. This excludes client contributions, third party payments and the fees paid by those individuals who fund their own care.

Part 9 of the Statutory Guidance (Partnership Arrangements) issued in consequence of the Social Services and Wellbeing (Wales) Act 2014, states that Regional Partnership Boards will be expected to develop written agreements concerning any formal partnership arrangements which involve a delegation of functions: <http://gov.wales/docs/dhss/publications/151218part9en.pdf>

Purpose of Pooled Fund Agreements - Regulations allow for the partners to enter arrangements for the establishment and maintenance of a fund which is made up of contributions from the partners and out of which payments may be made towards expenditure incurred in the exercise of National Health Service functions or health-related (Local Authority) functions.

This is the 'Pooled Fund' and money from this fund may be used for purposes agreed between the partners (in this case to carry out the Care Home Accommodation Functions) of the partners jointly, in arranging care for Older People in Registered Homes. While the legislation suggests that the partnership agreement may cover all care home functions Welsh Government expect this to include care homes for older people (over 65) initially.

The Act envisages that this would be a single fund which removes the traditional Health/Social care division between partners, offering flexibility in the single fund's use according to locally agreed needs. However, in the Gwent region and in other regions in Wales, the approach adopted towards the 'mechanics' of the pooled fund arrangement; at least in its initial stage, will not share financial risk nor introduce any potential cross-subsidy between the partners.

Implementation update

Finance

A. Financial Position Statement in relation to Care Homes Section 33 Pooled Fund – Finance Sub Group - update as at December 2017

The Finance Sub Group was established in September 2017 with members from all 6 Gwent statutory partner organisations, chaired by the Aneurin Bevan University Health Board (ABUHB) Assistant Finance

Director. The group established a clear set of objectives to progress the development of the Section 33 Agreement for Gwent.

The objectives achieved to date:

1. Developed and produced a 'first cut' resource mapping analysis of the financial and activity for older people in care homes to establish a draft baseline position statement.
2. Captured activity and matched the financial cost analysis using statutory reported measures for LAs and current ABUHB reporting measures. The next step will need to consider the commissioning position statements emerging activity and data capture.
3. Developed an initial financial and management accounting framework and monitoring arrangements for the pooled fund. The data capture for this work has developed a pro-forma for financial and management accounts reporting, it is recommended that quarterly reporting be undertaken, these need to be codified in the Section 33 Agreement. This will also need to be referenced in the arrangements for the Pooled Fund Manager role and functions.
4. Considered and advised on financial risk sharing models and potential implications thereof. An approach that minimises financial risk and the potential for cross-subsidy has been developed, discussed and endorsed by Regional Partnership Board previously.

The 'first cut' Resource Mapping exercise has concluded and is presented in detail at appendix 1.

In Summary, across the Gwent Partnership the headlines are:

i. Spend Forecast indicates a potential Pooled Fund of £89million:

- Funded £20m from service user contributions and
- £69m from public funding (£32m ABUHB and £37m Local Authorities).

ii. Using Full Year Estimates this Funds in excess of 900,000 bed days:

- 109,000 long term bed days in LA owned Homes
- 11,000 short term and step up/step down bed days in LA owned Homes
- 600,000 Long term and short term Independent Sector bed days (including Funded Nursing Care (FNC) and step up/step down beds)
- 200,000 Continuing Health Care bed days

Next stages and objectives for the Finance Sub Group are to be completed by end of March 2018:

1. Develop and refresh the draft resource mapping to form the initial pooled fund financial plan (contributions, financial spend estimates) for 1st April 2018 implementation (February 2018).
2. Develop a financial governance framework for the pooled fund. This will be referenced to the lead commissioning organisations' arrangements.
3. Formalise the financial and management arrangements within the Section 33 Agreement
4. Develop a first stage Section 33 Agreement and advise on the 'technical wording' of the Section 33 Agreement.

The Group will work to achieve the overall timetable deadlines, recognising some of the work will be iterative and need to link in with other sub groups.

Section 33 Agreement – progress:

Work is currently being undertaken to develop the required Section 33 Agreement in line with the agreed implementation plan (appendix 3). The aim is for this to be in place by April 2018, subject to approval by all partners to the agreement.

Commissioned Services

The Commissioning Sub Group was established in August 2017 with members from all 6 Gwent statutory partner organisations, chaired by TCBC Group Manager for Commissioning & Service Transformation. The group established a clear set of objectives / tasks to progress the development of Regional Commissioning arrangements for Gwent, including:

1. Producing a snapshot “Gwent Commissioned Services Position Statement”, in respect of residential and nursing care for older people in the region.
2. Developed and agreed a Regional Common Contract and Service Specification in respect of residential and nursing care for older people.
3. Developed a Regional approach to contract monitoring.
4. Produced a Regional Market Position Statement and Regional Commissioning Strategy.
5. Agreed a common approach to Fee Setting in respect of residential and nursing care for older people.

Gwent Commissioned Services

This section provides an illustration of the current position of commissioned care home provision across the region. This forms the first step towards developing the required ‘Market Position Statement and Regional Commissioning Strategy’ which will be published initially in June 2018. The information set out below and at appendix 2 is a snap shot using the ‘census data’ of 1st September 2017.

Number of Beds:

There are a total of 95 care homes for older people offering 3,363 beds in mixed categories that comprise:

Residential Homes

Residential Homes for People with Dementia

Nursing Homes

Nursing Homes for People with Dementia

Continuing Health Care

The total number of beds comprises of 1,871 residential beds, including residential beds for people with dementia and 1,492 nursing beds, including nursing beds for people with dementia.

Number and distribution of operators:

55 operators currently operate in Gwent of which 8 operate in more than one locality. However, 40 providers own and operate just one home providing 52% of beds.

38 providers operating 50 homes are currently commissioned to provide Continuing Health Care Placements.

8 providers operate in more than one local authority area, 3 operating across Torfaen and Newport, 2 across Blaenau Gwent and Caerphilly, 1 across Newport and Blaenau Gwent, 1 across Torfaen and Caerphilly and 1 across Blaenau Gwent and Monmouthshire

There is a mixture of sole providers that own and operate one home, medium sized providers that own and operate more than one home within the Gwent region and a number of national companies that operate care homes across the region.

Few homes are registered solely for residential, residential care for people with dementia, nursing or nursing care for people with dementia. Many homes offer a combination of beds, across all types of care e.g. dual registration for residential and nursing or dual residential and nursing care for people with dementia.

Current risks and challenges in the care home sector:

- i. The recruitment and retention of registered general nurses and registered mental health nurses is becoming particularly challenging as is the recruitment and retention of registered managers and care staff
- ii. There is an increasing demand for care provision for older people with mental health conditions such as dementia, in both residential and nursing care homes, whilst there has been a decrease in demand for residential and nursing only provision. The availability of dementia nursing beds present a significant challenge to the Health Board.
- iii. People are being supported to remain in their own homes for as long as they are able to. As a consequence people entering a care home for older people now are of a greater age and often require more complex care.
- iv. Bed vacancies do not necessarily align with need as vacancies are often not in the required category of care or in the locality of need. Despite efforts to realign the market to better reflect need, the market is often slow to respond and are, of course, independent operators.
- v. There is also evidence that the size, structure, age, layout and location of care homes within Gwent is having an impact on sustainability, particularly residential and nursing homes.
- vi. Rising cost pressures is another a feature that threatens sustainability. It is anticipated that the incremental increases each year until 2020 of the National Living Wage, the growing costs of recruitment and retention, employee pension costs and other costs such as the purchase of equipment will continue to exert an upwards pressure on operating costs.
- vii. The Regulation & Inspection (Wales) Act 2016 becomes extant in April 2018. Care homes will be required to place a much greater emphasis upon the 'statement of purpose' as the driver for business focus and registration criteria. This is intended to bring a greater flexibility for operators as long as they can demonstrate the capacity and capability to deliver. Care home workers are also subject to registration from April 2018, although this will be phased in over several years. Negative consequences for costs and staff retention are anticipated as a result of this.

Common contract and contract monitoring arrangements:

Work is currently being undertaken to ensure that common contractual terms and conditions and a shared approach to contract monitoring operate across the region by April 2018. This work remains on track and in line with the regional Implementation Plan (appendix 3).

Establishment of Pooled Fund Manager:

Section 33 agreements require the establishment of a named 'pooled fund manager'. Consideration is currently being given to agreeing which partner will become the Pooled Fund Manager. This will be the subject of a separate report once expressions of interest and recommendations from RPB are known.

Stakeholder Engagement:

Steady progress is being made to ensure effective engagement with all stakeholders, particularly provider partners. An event was held on Wednesday 29th November for all care home operators and commissioning representatives. The main purpose of the meeting was to provide operators with an opportunity to comment and where possible to co-produce to common contract development process. A further consultation event

took place in January 2018 which forms part of the consultation process on the draft regional contract. A co-productive approach is adopted wherever possible.

Stakeholder engagement will remain an on-going commitment throughout the implementation of Part 9 of the SSWBA and beyond.

Conclusion

Joint commissioning and pooled budgets for care home placements for older people is a major and challenging part of the SSWB Act, and involves regional collaboration over a major part of the social care spend in Wales. Whilst this is a statutory requirement, it is also a real opportunity to make better use of available funding resources so that there is a consistent approach; which means better service to the citizens of Newport.

The level of care home spending across Wales (a total of over £89 million in the Gwent region) means that there is a real opportunity to shape and plan the provider market by working together across statutory partners and with providers, to ensure that the right care is given at the right time and in the right place in a fair and consistent way, with an emphasis on best quality at best cost.

Financial Summary

The current proposal for the pooled budget is for the contributions from each partner to match the costs committed by each partner so that financial risk can be explored before committing to financial risk sharing (proposed timetable 3-5yrs). At this stage no agreement has been reached on the risk sharing aspect or confirmed timetable.

Each partner will contribute to the pooled budget based on their expected activity levels for that financial year within the pooled budget. Any over or underspends against that activity level will result in a refund to that partner or a further payment into the pooled budget being required. At this stage there will be no sharing of over or underspends across partners.

Specifically for Newport City Council this means pooling our budgets, based on current budgeted figures for 2018/19, equates to a gross annual expenditure budget of £11.4m for external placements for elderly service users and £2.6m budget for in-house care home budget. These resources would become part of a pooled budget under a section 33 agreement.

The collection of income from service users in relation to these placement costs remains the responsibility of individual local authorities and will not form part of the pooled budget.

As already outlined earlier within the report, the proposed agreement is on a non risk sharing basis and as such Newport will retain local decision making around our pooled budget contribution, including our own internal care homes.

Risks

One of the main risks from entering a section 33 arrangement is that there is inherently less direct control by Newport City Council, due to the fact that the Regional Partnership Board will increasingly make the key decisions on issues affecting this service, albeit with Cabinet Member representation on that board.

If there is progression to a full ‘pooled budget’ with full financial risk sharing in years 3 to 5 within LA partners and the NHS, this potentially carries a very high financial risk for the authority in terms of control over spending within the pool and sharing of any overspends between partners – which will need very careful planning to ensure governance arrangements are robust.

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?
------	--------------------------------------	---------------------------------------	--	---

Ensuring partner budget management and reporting requirements are fully met. The size of the spend on this care provision means that this is vital	H	L	Appointing a pooled fund manager to oversee and coordinate	Chris Humphrey
Engaging providers in revised commissioning arrangements in due time and without compromising current provision	M	L	The Commissioning and Contracts Team are in regular contact with providers to ensure they are aware of potential changes to commissioning arrangements	Jenny Jenkins/Gareth Cooke
Ensuring joint commissioning arrangements do not cut across individual commissioners care home fees setting arrangements	M	L	We will continue to determine our own fees paid to providers based on the needs and market within Newport.	Jenny Jenkins/Gareth Cooke

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

A modernised Council – by working in partnership with the Gwent Health and Social Care Partnership to develop a common approach to commissioning residential services for older people, we will be able to deliver more efficient services to the citizens of Newport.

Resilient communities – by sharing market intelligence across the Partnership, we will be able to support providers of social care to create resilience across the sector.

Improving peoples lives – citizens of Newport will benefit from a consistent approach to commissioning.

Recommendations

1. To approve the pooled budget arrangements for care home accommodation functions to be overseen by the Regional Partnership Board (RPB) and, in particular that the fund will not share financial risk nor introduce any potential cross-subsidy between the partners.
2. To agree that any changes to this approach will require further approval by all partners and further agreement by Cabinet.
3. To approve delegated powers to the Cabinet Member as Newport City Council member of the RPB, in the exercise of those functions, and consideration of any specific arrangements that need to be put in place to meet statutory duties at local and regional level.
4. To confirm the required key elements for these arrangements through development of a formal Partnership Agreement i.e a Section 33 agreement
5. To confirm resource implications for the local authority in relation to the pooled budget arrangements and oversight of the pooled budget agreements by the RPB.

Comments of Chief Financial Officer

This report gives an update on the progress towards a statutory requirement to enter into a Section 33 pooled agreement. Establishing and running 'pooled budgets' in this context with the multiple inherent risks in place which are listed in the report is extremely challenging. Like other regions, the Gwent Partnership Board is therefore proposing that the pool does not include full financial risk sharing at this initial point.

Given this, the actual costs to this Council of delivering care for the service users included should be no different if the pool was or was not in place.

However, even at this early stage, Cabinet will need to understand and agree that there will be less direct control here with the Regional Board increasingly making decisions on how these services are run, commissioned and paid and this will impact on partners finances.

The development and agreement of the S33 agreement, which will set out responsibilities and governance will be key here and set these out.

Comments of Monitoring Officer

The Council has a statutory duty under the Social Services and Wellbeing (Wales) Act 2014 and the Statutory Guidance (Partnership Arrangements) to establish regional arrangements with other local authorities and the Health Board for collaborative joint working in relation to the provision of social care and health services. The Gwent Regional Partnership Board has agreed to be the pilot area for Wales for developing a Model Partnership Agreement for integrated commissioning and pooled funds in relation to the exercise of care home accommodation functions for older people. The traditional arrangement for establishing pooled funding and integrated working is by way of a Section 33 agreement under the National Health Services (Wales) Act 2006. This will necessitate Cabinet agreeing to commit a ring-fenced budget for the purposes of the pooled fund and agreeing to delegate lead commissioning functions to one of the partners and decision-making powers to the Regional Board. At this stage, the Report just sets out the principles of collaborative working and a further detailed report will be required in due course for Cabinet to agree detailed terms and governance arrangements within the section 33 agreement and the delegation of functions and budgets. Cabinet may then wish to delegate the approval of the wording and the sign-off of the Section 33 agreement to the statutory officers.

Comments of Head of People and Business Change

As required by the Well-being of Future Generations (Wales) Act 2015 this proposal has considered all five aspects of the sustainable development principle by proposing a long term, strategic approach to jointly commissioning care home placements for older people.

There are no human resources implications at this stage other than keeping current staff informed of the proposals. In addition a Fairness and Equality Impact Assessments (FEIA) is required and should be updated in light of the responses received in the formal consultation process. This should be reviewed again at each stage of the decision making process.

Comments of Cabinet Member

The report author is to confirm that the Cabinet Member has approved the report for consideration by cabinet.

Local issues

None

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment;

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

Children and Families (Wales) Measure

Not applicable

Wellbeing of Future Generations (Wales) Act 2015

The proposal ensures our continued compliance with the Wellbeing of Future Generations (Wales) Act 2015 by taking a longer term, strategic approach to jointly commissioning care home placements for older people.

- Long term, collaboration and integration: the proposal will develop a longer term approach to commissioning care home placements across the region which will help improve citizens wellbeing overall across the city
- Prevention: as resources across commissioning functions decrease, it is essential develop joined up approaches where appropriate to prevent social care providers leaving the market and under performing
- Involvement: consultation with providers has been on going throughout this process and will continue to be an integral part of the process.

Please see Well Being Assessment below for further information.

Crime and Disorder Act 1998

Not Applicable

Consultation

As joint commissioning of care home placements and pooled budgets is a statutory requirement, senior officers across all 5 local authorities in the region and the Aneurin Bevan University Health Board (ABUHB) have been part of this process, and so has the regional provider forum (spanning a wide range of care providers) and the regional citizen panel.

In addition to the above, a focus group of care home providers that represent the care home sector has been established. This group has supported this process and has co-produced the development of the regional contract. This is a significant development and sets the 'direction of travel' for joint working in the region, not only between commissioning partners, but also between commissioners and operators. It is envisaged that partners build on this to develop a market that is both flexible enough to meet fluctuating need and is sustainable for the longer term.

All parties acknowledge that providing a consistent process in relation to information, assessment and citizen choice has to be at the centre of joint commissioning and pooled budget arrangements. This will benefit our most vulnerable citizens.

Background Papers






Set out a list of any relevant background papers and whether they are available to the public.

Dated:

WELL-BEING ASSESSMENT

Project Description (key aims): *This is not a project – but outline of a statutory requirement under the Social Services and Wellbeing Act, which places a number of duties on local authorities and on statutory partners.*

Section 1) Complete the table below to assess how well you have applied the 5 ways of working.

 Integration	<p>1. <i>How does your project / activity deliver economic, social, environmental & cultural outcomes together?</i></p> <p>Regional Partnership Boards, on local health board footprint, are a statutory requirement under the Social Services and Well-Being Act (Wales) 2014. This activity confirms that these requirements on partnership and collaboration are met and is set to ensure best use of available resources through pooling funds.</p>
 Long-term	<p>2. <i>How does your project / activity balance short-term need with the long-term and planning for the future?</i></p> <p><i>This link may help you with long term planning: http://www.wlga.gov.uk/sustainable-development/generation-2050-better-long-term-decision-making-l-a-resource-for-local-government</i></p> <p>The whole emphasis with RPB's, Joint statements of Strategic Intent, and joint service planning and commissioning of care home placements is geared to meeting known short term care provision needs and longer term forward planning in relation to projected needs, based on population growth for older people.</p>
 Prevention	<p>3. <i>How does your project / activity put resources into preventing problems occurring or getting worse?</i></p> <p>A pooled budget approach combines partner resources to take a holistic and consistent approach focused on citizen needs, so as to provide the right services at the right time and in the right place with the right providers and the right funding. It fits with strategic direction for health and social care.</p>
 Collaboration	<p>4. <i>How does your project / activity involve working together with partners (internal and external) to deliver well-being objectives?</i></p> <p>Regional Partnership Boards, and joint planning as to commissioning of care home placements, and pooling of funding to do this demonstrates better working together – spanning not just statutory partners but also third sector, citizen and service provider representatives.</p>
 Involvement	<p>5. <i>How does your project / activity involve stakeholders with an interest in achieving the well-being goals? How do those stakeholders reflect the diversity of the area?</i></p> <p><i>These links may help you think about involvement: National Principles for Public Engagement www.participationcymru.org.uk</i> <i>National Participation Standards for Children and Young People: http://www.childreninwales.org.uk/</i></p> <p>The required membership of Regional Partnership Boards does have a cross section of stakeholders, including third sector, citizen and carer representation. Joint commissioning arrangements for care home placements allows for alignment of 'support' functions, such as information provision, available service funding, and commissioning experience to allow a common approach to</p>

outcomes, and a constant and equitable service offer across the Gwent region.

Section 2) Assess how well your project / activity will result in multiple benefits for our communities and contribute to the national well-being goals (use **Appendix 1** to help you).

Description of the Well-being goals	How will your project / activity deliver benefits to our communities under the national well-being goals?	Is there anyway to maximise the benefits or minimise any negative impacts to our communities (and the contribution to the national well-being goals)?
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	<p>Putting in place statutory joint commissioning and pooled budget arrangements is expected to allow for better joint use of resources across health and social care, including workforce support and development in a critical part of the care sector.</p>	<p>No negative impacts expected.</p>
<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	<p><i>No direct impact to biodiversity and ecological resilience, but jointly commissioning care home placements for older people across health and social care does allow for reduced environmental impact if there is a focus on the right care at the right time and in the right place – not least in aiding families to be close to where care support is arranged.</i></p>	<p>No negative impacts expected.</p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	<p>Joint commissioning arrangements for care homes, including consistency as to information provision, choice and assessment, are all measures to impact positively on overall health and wellbeing.</p>	<p>No negative impacts expected.</p>
<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).</p>	<p>The Social Services and Wellbeing Act links closely with preceding Disability and Equality legislation, and any new specific service developments (of care homes) will need to go through Equality Impact assessment (EIA), noting that care homes and pooled arrangements, are focused to the older adult age group.</p>	<p>No negative impacts expected.</p>

A Wales of cohesive communities Attractive, viable, safe and well-connected communities.	Regional Partnership Board arrangements, allied to joint statements of Strategic Intent, and planning for care closer to home, are all measures to allow for greater involvement of citizens in the planning and delivery of services to meet their wellbeing outcomes.	No negative impacts expected.
A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.	Publication of information in the public domain will need to comply with Welsh Language measures, in line with all other information developed by local authorities and local health boards	No negative impacts expected.
A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.	Regional Partnership Board arrangements, allied to joint statements of Strategic Intent, and planning for care closer to home, have strong potential to improve overall well being in the region, although the focus is on those citizens in need of care and support.	No negative impacts expected

Section 3) Will your project / activity affect people or groups of people with protected characteristics? Explain what will be done to maximise any positive impacts or minimise any negative impacts.

Protected characteristics	Will your project / activity have any positive impacts on those with a protected characteristic?	Will your project / activity have any negative impacts on those with a protected characteristic?	Is there any way to maximise any positive impacts or minimise any negative impacts?
Age	Yes	No	Better integrated planning across health and social care
Disability	Yes	No	Better integrated planning across health and social care
Gender	Yes	No	Better integrated planning across health and social care
Gender reassignment	No	No	Planning is neutral – no change to expectations on statutory partners
Marriage and civil partnership	No	No	Planning is neutral – no change to expectations on statutory partners

Pregnancy and maternity	No	No	Planning is neutral – no change to expectations on statutory partners
Race	No	No	Planning is neutral – no change to expectations on statutory partners
Religion or Belief	No	No	Planning is neutral – no change to expectations on statutory partners
Sexual orientation	No	No	Planning is neutral – no change to expectations on statutory partners
Section 4) Identify decision meetings for project/ activity e.g. Cabinet, Council or delegated decisions taken by Executive Members and / or Chief Officers.			
Decisions are as set out in Cabinet report, to approve statutory arrangements under Social Services and Wellbeing Act, and high level priorities across Health and Social Care as set out in Joint statements of Strategic Intent.			
Officer Name and Job Title: David Williams Theme Lead, Regional Transformation Team		Date: May 2017	

Appendix 1

POOLED FUND FOR CARE HOMES - FINANCIAL SUMMARY	2017/18 Budget	Forecast as at 31st July 2017	Forecasted Over/(Under) spend	
	£000s	£000s	£000s	
Total Gross Cost of Residential and Nursing Placements	88,940	89,874	934	note 1
Funded By:-				
Contributions from Service Users	19,925	20,071	146	note 2
Specific Grant Funding	805	808	3	note 3
Income from Public Bodies outside Gwent	40	10	(30)	note 4
Contributions from Reserve Balances	0	43	43	note 5
Partner Contributions into pooled fund:-				
Aneurin Bevan UHB	32,078	32,078	0	note 6
Blaenau Gwent	4,758	4,666	(92)	
Caerphilly	12,784	12,667	(117)	
Monmouthshire	4,764	5,697	933	
Newport	9,052	8,649	(403)	
Torfaen	4,734	5,185	451	
Total Funding	88,940	89,874	934	

NOTES:-

- 1) Includes costs of day care provision at Caerphilly and Newport local authority owned residential homes.
- 2) Includes service user contributions for day care provision at local authority owned residential homes.
- 3) Budget and forecast include £615k Integrated Care Fund grant. The balance relates to Workforce Grant used by CCBC to uplift provider fees.
- 4) Charges to other non-Gwent local authorities for places in Gwent local authority owned homes filled by service users from outside Gwent.
- 5) A one of contribution from Newport County Council reserve balances to fund non-recurring costs included in the forecast of total gross cost.
- 6) Includes £1,592k of section 28a funding. Original budget information for 2017/18 is not available so budget assumed to match forecasts.

POOLED FUND FOR CARE HOMES - ACTIVITY SUMMARY		2017/18 Budget	Forecast as at 31st July 2017	Forecasted Over/(Under)	Comments
		Bed Days per year	Bed Days per year	Bed Days per year	
Authority Owned Residential Homes					
Long Term Beds :					
Blaenau Gwent		11,680	11,680	0	
Caerphilly		55,480	55,480	0	
Monmouthshire		11,680	11,680	0	
Newport		30,660	30,660	0	
Torfaen		0	0	0	
Sub Total Long Term		109,500	109,500	0	
Short Term & Step up/Step Down Beds :					
Blaenau Gwent		1,460	1,460	0	Short term only
Caerphilly		6,205	6,205	0	Includes 3,650 step up/down
Monmouthshire		0	0	0	
Newport		3,650	3,650	0	step up/down only
Torfaen		0	0	0	
Sub Total Short Term		11,315	11,315	0	
Independent Sector Provision (long Term and Step Up/Step Down)					
Commissioned by:					
Blaenau Gwent		71,003	71,003	0	see note 1
Caerphilly		155,125	157,630	2,505	see note 1
Monmouthshire		61,320	74,155	12,835	see note 1
Newport		124,018	122,534	(1,484)	see note 1
Torfaen		125,527	119,634	(5,893)	see note 1
Funded Nursing Care ABUHB only		74,806	67,499	(7,307)	see note 2
Sub Total Independent Sector Provision excluding CHC		611,799	612,455	656	
CHC places Commissioned by ABUHB		200,787	200,787	0	
Total Independent Sector		812,586	813,242	656	
GRAND TOTAL RESIDENTIAL AND NURSING PROVISION		933,401	934,057	656	

Notes:-

- 1) These figures include FNC bed days that attract both ABUHB funding and local authority funding.
- 2) This is the the number of FNC bed days that attract ABUHB funding but do not attract local authority funding. This is likely to be due to self-funding service users. ABUHB contribute to 284,528 FNC bed days in total (Budgeted and Forecast).
- 3) Also, 7,920 days of day care are provided in Caerphilly CBC owned homes and 3,750 days of day care are provided in Newport CC owned homes.

Appendix 2

Summary table of current commissioned services for care homes for older people in Gwent

	Residential	Dementia Residential	Nursing	Dementia Nursing	Total
Total No. Beds by category of care	896	975	954	538	3,363
Blaenau Gwent	40	159	129	118	446
Caerphilly	322	339	199	66	926
Monmouthshire	208	85	129	133	555
Newport	206	134	354	117	811
Torfaen	120	258	143	104	625
Total Commissioned beds by category of care Gwent Region	615	592	623	489	2,319
LA Commissioned beds by category of care	615	592	417	138	1,762
Blaenau Gwent	34	78	54	17	183
Caerphilly	300	270	83	34	687
Monmouthshire	60	18	47	23	148
Newport	120	110	163	55	448
Torfaen	101	116	70	9	296
ABUHB CHC Commissioned beds by category of care	-	-	206	351	557
Blaenau Gwent	-	-	26	64	90
Caerphilly	-	-	48	41	89
Monmouthshire	-	-	24	69	93
Newport	-	-	71	104	175
Torfaen	-	-	37	73	110
Total Funded Nursing Care payments paid by ABUHB * NB includes Self-funders and LA Funded placements	-	-	562	236	798
Blaenau Gwent	-	-	56	57	113
Caerphilly	-	-	118	23	141
Monmouthshire	-	-	107	68	175
Newport	-	-	190	57	247
Torfaen	-	-	91	31	122
Vacancies declared by providers by category of care	103	82	91	13	289
Blaenau Gwent	9	18	3	0	30
Caerphilly	22	26	40	0	88
Monmouthshire	17	12	2	9	40
Newport	33	24	7	3	67
Torfaen	22	11	30	1	64
% of total market	11%	8%	10%	2%	9%

- i. Source Commissioning Task and Finish Group*
- ii. Census date 1st September 2017*
- iii. Further breakdown by Borough is available*

Appendix 3 IMPLEMENTATION PLAN 2017 – 2019

1. Population Needs Assessment and Area Plan

No.	Requirement	Output	Completion date	Lead	Progress review
1.	Undertake a population Needs Assessment and develop an Area Plan	Regional Area Plan in place agreed by all partners.	April 2018	P Diamond	On track
1.1	PNA	PNA agreed by RPB	December 2016	P Diamond	Completed
1.2	PNA	PNA agreed at each partner's Board or Council	March 2017	P Diamond	Completed
1.3	Area Plan	Area Plan agreed by RPB	January 2018	P Diamond	First draft completed for initial consultation among partners
1.4	Area Plan	Area Plan adopted by all partners	March 2018	P Diamond	On track

2. Transparent use of resources and Section 33 Agreement

No.	Requirement	Output	Completion date	Lead	Progress review
2.	Transparent use of resources across the region:	Consolidated financial statement in place for all expenditure for care home placements for older people.	November 2017	Finance Group	Completed
3.	Section 33 developed and implemented	Section 33 Agreement in place for all partners.	April 2018	Finance Group	On track
4.	Lead Manager for Section 33 agreement to be agreed.	Pooled fund manager in place.	April 2018	RLG/RPB	
5.	Develop a collaborative fee strategy	A single methodology for agreeing fees across the region in place, (recognising that there will not be a single fee in place for April 2018 as this will have significant financial implications for all organisations).	April 2019	Programme Team	

6. Alignment of regional commissioning functions

No.	Requirement	Output	Completion	Lead	Progress review
-----	-------------	--------	------------	------	-----------------

			date		
6.	Agree an integrated commissioning position statement	A commissioning position statement is in place demonstrating the capacity available across the region.	December 2017	Commissioning Group	completed
7.	Develop a Regional commissioning strategy for care home placements,	The Region has a Commissioning Strategy, which sets out the regional vision and commissioning and procurement intentions across the region. This will not be in place for April 2018, however the above actions will provide a firm foundation for effective development of this.	June 2018	Programme Team	On track
8.	Agree a common contract and specification	A single contract is operational across the region.	April 2018	Commissioning Group	
8.1		Develop and implement an integrated commissioning arrangement for securing care home services for older people with dementia.	March 2020	Implementation Team, RLG / RPB	

9. A common contract in place across the Gwent Partnership

No.	Requirement	Output	Completion date	Lead	Progress review
9.	Agree a common contract and specification	A common contract in use across the regional partnership	April 2018	Implementation team	On track
9.1		A common contract is drafted for legal / procurement advice/comment	December 2017	Commissioning T&F Group	On track
9.2		Legal and / or procurement advice obtained	December 2017	Commissioning T&F Group	On track
9.3		Undertake consultation with service providers	January 2017	Programme Team	On track
9.4		Partners obtain appropriate permissions within host organisations	March 2018	Commissioning T&F Group	On track
9.5		Implementation of common contract across the region for care homes for older people	April 2018	Commissioning T&F Group	On track

10. An integrated approach to contract management and quality assurance

No.	Requirement	Output	Completion date	Lead	Progress review
10.	An integrated approach to contract management and quality assurance	A common methodology in operational across the region.	April 2018	Commissioning Group	On track
10.1		A common methodology for assessing QA and performance of care homes	March 2017	Commissioning T&F Group	On track
10.2		A comprehensive integrated QA framework and regional plan in place and operational	March 2019	Commissioning T&F Group	On track

11. A comprehensive approach to stakeholder engagement and consultation

No.	Requirement	Output	Completion date	Lead	Progress review
11.	Comprehensive regional approach Stakeholder engagement and consultation	All stakeholders are engaged and have an opportunity to have their voices heard and views considered	April 2018	Programme Team	On track
11.1		Citizens' Panel engaged	On-going	Programme Team	
11.2		Regional Value Based Provider Forum engaged	On-going	Programme Team	
11.3		Responsible Individuals and Care Home providers engaged	On-going	Programme Team	Engagement events now underway

NOTE: This implementation plan is based upon the requirements set out in the Social Services and Well-being (Wales) Act 2014, Part 9, Section 62

Report

Cabinet

Part 1

Date: 18 April 2018

Subject **Improvement Objectives 16-18 Update for Quarter 3
(October - December 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 Head of People and Business Change
Business Service Development Manager
Senior Performance Management Officer
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. 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 as part of the Corporate Plan 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. 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 third 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

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

The Improvement Objectives demonstrate the Council's commitment to improving the lives of citizens. This report details how the Council is monitoring progress against these objectives and meeting its duty of continuous improvement under the Local Government Measure 2009.

The council also has duties under the Well-being of Future Generations Act and published its Well-being Objectives in March 2017 as part of the Corporate Plan. The improvement objectives contribute to these Well-being Objectives and will ultimately help the Council to work towards the seven national Well-being Goals, 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). Work is taking place to integrate both requirements into one 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)
Cabinet Report: Improvement Plan Quarter 2 Update (17/01/18)

Dated: March 2018






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

Dec 2017		
Actual	Performance	Comments
Green - Good	★	<p>In 2017/18 this is made up of 4 measures,</p> <p>I relates to OT assessments that is currently green and performing 9% above target. This will be reviewed at the end of the year.</p> <p>The remaining 3 are annual measures that will be reported at the end of the year 2 of which relate to Reablement and the remaining measure relates to adults over 75 requesting advice and assistance once in a 6 month period.</p>

Page 205

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
CCAS/L/026 OT Assessments & Reviews % (IP1) (M)	94.4%	85.0%	★	87.8%	👍	n/a	+	

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

	Dec 2017		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 1.1 To deliver an integrated assessment process for older people	☆	93% of adults are now in receipt of the Act compliant Care & Support plan.	<p>Newport has been involved in the consultations with Welsh Government to develop a new outcomes reporting framework for 2018/19. During the first year of reporting since the implementation of the SSWB Act a number of anomalies have been identified and National discussion and collaboration has been ongoing to develop a more meaningful set of measures. Newport awaits further guidance from the Welsh Government to clarify reporting requirements in 2018/19 and 2019/20.</p> <p>The full implementation of the Welsh Community Care Information System (WCCIS) will offer different opportunities to capture and analyse data on a National level and 2018/19 will provide the opportunity for the new system to bed in across Local Authorities and for it's benefits and limitations to be fully realised. Newport is transferring to WCCIS On March 12 2018</p>
<input checked="" type="checkbox"/> IP 1.2 To roll out the integrated pathway for older people	☆	The Older Person's Pathway is part of the Care Closer To Home work stream that is being developed by Health. The Strategy & Partnership Manager is part of the project group and is overseeing the interface with the adult service preventions agenda.	Work is ongoing to develop the pathway as part of the Care Closer to Home Health led workstream that includes social prescribing
<input checked="" type="checkbox"/> IP 1.3 Restructure the operational adult social services teams on the NCN footprints.	☆	The NCN team structure is now fully embedded and workflow process have been developed in relation to the implementation of WCCIS.	WCCIS goes live on 12th March 2018 and newly established business processes will be tested and evaluated

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

Dec 2017

Actual	Performance	Comments
Green - Good	★	<p>There are two measures contained within IP2 Adult Safeguarding and Delayed Transfers of Care (DTC)</p> <p>1.. DTC - Delayed Transfers Of Care</p> <p>This annual target was reduced in 17/18 (from 4 to 3.5) as a result of strong performance last year. However, continuous improvement is challenging and after a difficult first half of year the target was increased to 6 in response to new demand. This is a complex area of work and receives continuous management oversight to monitor the interface between health and social care. Overall, the length of stay in hospital is reducing and this increases the turnover of patients and the number of hospital discharges. Additionally, the hospital in reach project is streamlining the discharge process and the combined effect is creating additional pressure on the ability of NCC to broker packages of care in the community and find providers with capacity to meet the demand</p> <p>The end of year target is 6 and we are currently at 4.75. It is unlikely, given the challenges outlined above, that we will comply but work is ongoing to manage demand and work collaboratively to ensure people are safely discharged from hospital at the earliest opportunity.</p> <p>Although this measure is showing as red it must be seen within the National context. In Newport the numbers are still very low and oversight of hospital discharge processes are being intensively managed from a social care perspective. Therefore it is unfortunate that this single measure will require the whole IP2 measure to be red. I have therefore recorded this measure as green given the strong performance in safeguarding and the small margin of under performance in DTC that is influenced by many factors out of our control.</p> <p>2. Adult Safeguarding.</p> <p>Safeguarding continues to perform strongly despite the continual high rates of referral. At current levels it is predicted that by the end of the 4th quarter 900 referrals will have been processed,</p> <p>The safeguarding hub is due to go live on Monday 12 February and we will need to monitor the short and longer term impact on referral activity.</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
ACS/18 The percentage of adult protection enquiries completed within 7 days (SSPM, IP2) (M)	99.8%	90.0%	★	97.5%	✔	80.1%	★	
ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)	4.75	3.62	▲	1.53	✘	2.10	▲	<p>This annual target was reduced for 17/18 (from 4 to 3.5 – low is good) as a result of strong performance in 16/17.</p> <p>However, continuous improvement is challenging and after a difficult first half of year the target was increased to 6 in response to new demand.</p> <p>This is a complex area of work and receives continuous management oversight to monitor the interface between health and social care.</p> <p>Overall, the length of stay in hospital is reducing and this increases the turnover of patients and the number of hospital discharges.</p> <p>Additionally, the hospital in reach project is streamlining the discharge process and the combined effect is creating pressure on the ability of NCC to broker packages of care in the community and find providers with capacity to meet the demand</p> <p>The end of year target is 6 and we are currently at 4.75. It is unlikely, given the challenges outlined above, that we will comply but work is on-going to manage demand and work collaboratively to ensure people are safely discharged from hospital at the earliest opportunity.</p>
ACS/L/24 Number of assessments of need for support for carers (IP2) (Q)	167.00	67.50	★	86.00	✔	n/a	+	
CCAS/L/027 Number of integrated assessments completed per month (IP2) (M)	1,047	450	★	1,056	✘	n/a	+	

Actions

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

	Dec 2017		
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 2.1 Establish the pathway for adult social services across health and social care	☆	Risks have been managed and additional resource was obtained from the National team to assist with the data migration, testing and error rectification in order to progress to our scheduled go live date of 12th March	<p>WCCIS is going live on 12th March. All staff have been trained and informed of implementation procedures.</p> <p>Post implementation will require ongoing monitoring, review and system development.</p>
<input checked="" type="checkbox"/> IP 2.2 Restructure the operational adult social services teams.	☆	NCN Teams fully established	Ongoing monitoring of demand and capacity - WCCIS implementation will embed new business processes associated with data capture and workflow
<input checked="" type="checkbox"/> IP 2.3 Develop and implement the integrated assessment tools	☆	The Integrated Assessment (IA) is undertaken in accordance with the requirements of the SSWB Act and 93% of adults are in receipt of the Act compliant Care & Support Plan (CASP)	
<input checked="" type="checkbox"/> IP 2.4 Review and recommission services as necessary	☆		
<input checked="" type="checkbox"/> IP 2.5 Review and develop our systems and processes	☆	Risks around the availability of resources have been managed and Newport prepares for WCCIS to go live on March 12th	Once WCCIS is implemented there will be considerable further work required to develop the system. Newport will continue to engage with Regional workstreams around the integration of health and social care data and the ongoing dialogue with Welsh Government to establish meaningful performance data
<input checked="" type="checkbox"/> IP 2.6 Undertake a Questionnaire of people who have a care and support plan	☆	The 2017/18 Survey has been completed, responses were required by 28th February. Questionnaires were available online and distributed by post and by Social Work staff where appropriate.	<p>Analysis of the questionnaires will be undertaken throughout March for submission to Welsh Government in April.</p> <p>The data will be captured in the end of year performance report</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

Dec 2017		
Actual	Performance	Comments
Green - Good	★	<p>DFG adaptations (average) are performing very well at 177 days against a target of 238 days. However, changes to internal processes may see a rise in the average days before the end of the year.</p> <p>Prevention rates for homelessness has been difficult due to staffing shortages but has resulted in a an excellent actual performance of 57% against the target of 50%.</p> <p>PAM/014 is showing amber but should be green, due to a system administration function.</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...however, the indicator is being removed within further reporting.</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/015 (PSR/002) Adapt'ns DFG days delivery avg. (HY) (PAM, IP3, SP)	177	238	☆	184	↓	224	☆	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. The Business Improvement Review has been completed, resulting in a series of recommendations. 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)	57%	50%	☆	49%	↓	?	!	Despite there being an increase in overall demand, services have remained resilient and been able to produce improved performance during the quarter, taking the overall annual performance so far above target. It should be noted that service demands remain high with increasing pressures being felt around the introduction and roll out of universal credit.
PAM/014 Number of new homes created as a result of bringing empty properties back into use (HY) (PAM)	16	16	●		↔	?	!	Several projects supported by housing loans have been completed so far this year, converting disused commercial space to affordable homes.
PSR/006 Ave days non-DFG minor adapt'ns (HY) (IP3)	22	19	▲	18	✖	?	!	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)	1,477	1,800	☆	1,667	↓	?	!	There has been a continued increase in demand for services with the further roll-out of welfare reform measures as well as the roll out of universal credit across Newport. This has resulted in a higher number of households seeking assistance and in general the housing demand during the period is historically high. It is expected that demand will only increase and as such the current target may not be met, as a result of external factors.

Page 211

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

		Dec 2017		
		Performance	IP Progress Update	IP Activity Planned
✓	IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use	●	The creation of new homes from empty properties is still on target but the lack of capacity for empty homes work persists. A further 26 housing units of affordable housing were completed during the quarter, 3 of which were designed for people with learning difficulties.	Overall, 75 affordable homes are due for completion during this financial year.
✓	IP 3.2 To minimise the waiting times for major and minor adaptations	★	The Business Review of the Adaptations Service has been completed, resulting in a series of recommendations, including: <ul style="list-style-type: none"> • introduction of a revised Approved List of Contractors • e-tendering 	Implementation of the new Approved List and the e-tendering process is planned by June 2018. Work will continue on drafting a Housing Adaptations Policy, to be completed by December 2018.
✓	IP 3.3 To prevent people becoming homeless whenever we can	★	Despite increased demand, services have remained resilient and produced an improve performance during the quarter. It should be noted that service demands remain high, with increasing pressures being felt around the introduction and roll out of universal credit.	There are ongoing developments with a range of providers to meet the varied needs of households presenting as homeless. These are pilot projects and as such will take time to develop and be fully operational so the impact on mitigating homelessness across the city will be a longer term objective and one that will require time to bed in so that the potential benefits can be realised.

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

Dec 2017		
Actual	Performance	Comments
Green - Good	★	Regeneration of the City Centre continues to be very positive with increasing interest from the private sector looking to expand the office and hotel offer within the City. Significant progress is being made on the redevelopment of 123-129 Commercial Street and discussions around the next phase of Welsh Government funding (Targeted Regeneration Investment Fund) is well under way with our Cardiff Capital Region partners. The new City Centre Master Plan consultation will provide us with insights into the vision of the City Centre of our stakeholders and their priorities. A number of large developments outside of the City Centre have also been granted, including the former Whiteheads site at Mendalgief Road. The LDP continues to perform well and Newport maintains a healthy 5 year housing land supply.

Page 213

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)	£19,687	£10,375	★		Ⓜ	n/a	+	
RIH/L/054 Number of businesses supported (Q) (IP4)	360	356	★		Ⓜ	n/a	+	
RIH/L/055 Number of new business start-ups (HY) (IP4)	40	25	★		Ⓜ	n/a	+	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

	Dec 2017		
	Performance	IP Progress Update	IP Activity Planned
✓ IP 4.1 Secure funding for VVP2	★	Cardiff Capital Region Regeneration Group formed and attended by NCC representatives. Draft Regional Regeneration Plan produced and first draft project list for whole region generated.	CCR Cabinet to approve Regional Regeneration Plan and working group to filter project list into a more manageable and acceptable format. Final project list would need approval from NCC and CCR cabinet.
✓ IP 4.2 Creation and adoption of the City Centre Master Plan	★	Consultations completed with NEN and BID. Public consultation launched at City Summit January 2017. Consultation closes 5th March 2018.	Analysis of consultation response and presentation of outcomes and recommendations to cabinet.
✓ IP 4.3 Agree a protocol with Welsh Government for Joint Venture funding	★	Protocol agreed with Welsh Government	First allocations awarded.
✓ IP 4.4 Secure stage 2 funding to deliver market arcade regeneration	●	Design work completed and progressing towards submission of Stage 2 bid on 1st March. Welsh Government grant secured towards acquisition of units.	Submission of Stage 2 bid 1st March 2018 and leasehold acquisition of inner units.
✓ IP 4.5 Develop and invest in Newport website	★	Options and best practice examples investigated	Options appraisal with costs to be presented for approval
✓ IP 4.6 Complete a skills audit of the local economy	★	The survey is now complete we are waiting to receive the full Skills Audit report.	Awaiting the full Skill Audit report - this will be presented to the Employability & Skills Group.

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

Dec 2017		
Actual	Performance	Comments
Green - Good	★	Overall performance on track. Activities planned are being achieved.

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
NEET\01 Number of young people accessing children and YP skills project (IP5) (Q)	823	875	●	978	▲	?	!	Over the last number of years post Christmas is always a very busy period with young people making decisions to move into a positive option. I have spoken to officers and are confident that target will be met.
RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (Q) (IP5)	213	137	★	114	✔	?	!	
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) (IP5)	570	270	★	270	✔	?	!	
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) (IP5)	151	95	★	99	✔	?	!	
RIH/L/050 Number of 18-24 year olds progressing from WBLA to further opportunity (Q) (IP5)	377	135	★	127	✔	?	!	

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

	Dec 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>★</p> <p>IP 5.01 YEPF Co-ordinator providing support</p>	<p>Allocation meetings and home visits were completed with the Youth service and External Providers to ensure the maximum number of young people were engaged in Education, Employability and Training.</p> <p>The YEPF Coordinator continued to work with all Secondary Schools, Coleg Gwent, Careers Wales, PRU, Social Services and Learning Providers to ensure as many young people as possible had a positive progression. This was for Key Stage 4 and 5.</p> <p>The Inspire to Achieve project allocation meetings with the Youth Service and Careers Wales were completed with all Secondary schools and the PRU.</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. Young people within tier 2 with motivational issues were also resourced to Training Providers.</p> <p>The YEPF Coordinator met with all Learning Coaches separately to map ways of working.</p> <p>The Quality Assurance of alternative Education Providers has been coordinated by the YEPF Coordinator and these visits have begun.</p> <p>The YEPF Coordinator and YEPF Officer continued to work on the destinations survey with all partners.</p>	<p>Early indication of the NEET figures were provided to the YEPF Coordinator at the beginning of December. The 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 had a positive progression. This applies to Key Stage 4 and 5. The YEPF Coordinator and YEPF Officer will continue to work on the destinations survey until January 31st 2018. The Inspire to Achieve project allocation meetings will begin for the Spring term for all 8 Secondary Schools and the PRU. For the first time allocations will take place for Key Stage 3 with YGG Is Coed School.</p> <p>The 16-18 practitioner group will continue to meet every 6 weeks whereby all young people are allocated a Lead Worker chaired by the YEPF Coordinator. The Learning Provider Network will continue to provide resource to locate young people known as 'unknown' through the 5 tier model. The Quality Assurance visits of alternative education providers will be completed by March 31 2018.</p> <p>Through the YEPF Officer and by reporting to the Youth Support Services Board an action plan will be written for all 6 components of the YEPF. The YEPF Coordinator will review and rewrite the Information Sharing Protocol. The YEPF Coordinator will work with RIH towards a joint bid with Cardiff City Council for the City Deal.</p>	

			Dec 2017	
	Performance	IP Progress Update	IP Activity Planned	
<input checked="" type="checkbox"/> IP 5.02 Deliver the Families First Children and Young People's Skills Project	★	<p>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 279 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.</p>	<p>Increase the number of positive outcomes for young people enrolled on the project</p> <p>To expand the range of qualifications available for young people.</p>	
<input checked="" type="checkbox"/> IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects	★	<p>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 in preparation for the intake allocated young people in the new academic year.</p> <p>203 enrolled this quarter 125 actively engaging this quarter 9 additional qualifications this quarter 78 attending bespoke groupwork sessions with careers.</p> <p>During this quarter Inspire2Work strand in Newport have been establishing firm links with key agencies/services i.e. the Job Centre to strengthen participant figures. Project staff have trialled group work sessions with special interest groups, specifically young parents, who have achieved a qualification based outcome (Level 2 Food Safety in Catering) through their participation in the project.</p> <p>17 enrolled this quarter 9 actively engaged 3 moving into employment 3 moving into education/training</p>	<p>Increase the number of participants at risk of becoming NEET gaining qualifications upon leaving 9 to 30</p> <p>To enrol a further 60 eligible participants onto I2A</p> <p>To achieve a total of 13 outcomes for participants enrolled on I2W</p> <p>To enrol a further 20 eligible participants</p> <p>Increase the number of qualifications achieved by participants</p>	
<input checked="" type="checkbox"/> IP 5.04 Communities First NEET engagement project	★	<p>The outcomes achieved against the previous cohort of young people are as follows:-</p> <ul style="list-style-type: none"> • 90% Attendance Rate • 100% Activity Success Rate (WEST Assessment) - All learners progressing and achieving and Entry Level 3, Level 1/2 of learning upon leaving a 18% increase from the start of provision. • 94% Destination Rate – (x1 higher education/x10 progressing to Level 1 provision/ x1 volunteer placements / x4 employment / x1 without a destination due to personal circumstances at the end of project) 	<p>In Quarter 4 new programmes are coming on line we will be working with a new cohort of young people and finalising statistics for the whole year.</p>	

		Dec 2017	
Performance	IP Progress Update	IP Activity Planned	
<p>✓ IP 5.05 Deliver Communities 4 Work programme</p>	<p>★ Quarter 3 have seen the following outcomes achieved against the project profile target.</p> <p>Priority 1 (25+) & Priority 3 (16-24yrs)</p> <ul style="list-style-type: none"> • 74% Engagement Rate P1 • 100% - Engagement Rate P3 • 96% - Entering sustainable employment across both priorities <p>The stakeholder event proved both positive and informative as the project is currently achieving across all 52 delivery areas with no cause for concern from Welsh Government. Communities for Work Plus will be a separate but complimentary project to the current CFW delivery. Strong working relationships continue to develop between DWP and Communities First which is supporting project awareness and referral process. The pilot provision with Careers Wales has been delayed until quarter 4/beginning of the new financial year due to a staff restructure taking place within Careers Wales. CfW are prepared to begin the pilot project once it is deemed appropriate by Careers to move forward.</p>	<p>Deliver the Pilot and measure it's success</p> <p>To continue working with partners to increase referrals.</p>	
<p>✓ IP 5.06 Direct work with Careers Wales</p>	<p>★ Direct work is carried out with Careers Wales to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16-17 year olds learning opportunities to enable them to reengage into education, employment or training opportunities. The YEPG 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 have continued to work with the schools and partners regarding the destination data for their 2017 leavers.</p>	<p>This work will continue and funding is in place for the YEPF Officer.</p> <p>The YEPF Coordinator and the YEPF officer will continue to work with all partners until the 31st January 2018 regarding the Destination survey.</p>	
<p>✓ IP 5.07 Working with providers of education</p>	<p>★ This is maintained through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>The YEPF Coordinator has continued to work with all providers of Education regarding the 2017 destination survey.</p> <p>The YEPF Coordinator met with all educational Learning Coaches separately to map ways of working.</p> <p>The YEPF Coordinator has begun to Quality Assure alternative providers of education to ensure that young people at risk have the best possible placement.</p>	<p>This will be continued through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>The YEPF Coordinator will continue to work with the educational Learning Coaches and chair the forum.</p> <p>The quality assurance of alternative providers will be completed by Easter 2018.</p>	

		Dec 2017	
	Performance	IP Progress Update	IP Activity Planned
<input checked="" type="checkbox"/> IP 5.08 Develop and deliver specific employability programmes	★	<p>Implemented full service Universal Credit roll out. Providing Personal Budgeting Support and Digital Support to new UC claimants.</p> <p>Continued delivery of Work Programme and Work Choice to ensure as much income is captured prior to scaling down and exit of contracts.</p> <p>Continued to deliver the Apprenticeship Programme, building capacity and sector allocation.</p> <p>Worked with partners to identify opportunities in line with labour market intelligence and train/upskill participants to enter employment and progression.</p> <p>Agreed an extended end date with WEFO for Skills@Work to December 2022.</p>	<p>To continue to deliver Work Programme/Work Choice to create as much income as is contractually viable.</p> <p>To build the Apprenticeship Programme, to secure further allocation that enables us to deliver to broader sectors.</p> <p>To implement Skills@Work and Journey2Work</p> <p>To deliver full service UC support in partnership with Job Centre and Community Regeneration partners.</p>
<input checked="" type="checkbox"/> IP 5.09 Map provision for young people	★	<p>The Youth Support Services has reviewed the findings and recommendations. The YSSB understand where the gaps in provision are and due to budget restraints in all areas appreciate that some young people's needs cannot be fully met.</p> <p>However, the sub groups have also taken on some of the recommendations. The Learning Provider Network continues to work with the YEPF Coordinator to ensure the young people's career choices are met.</p>	<p>The YEPF Officer will carry out more detailed analysis of the issues facing young people who are unable to engage in education, employment or training. This will be fed back to the Youth Support Services Board.</p> <p>The YEPF Coordinator is involved in the joint partnership City Deal with Cardiff City Council. If successful this will be proving more opportunities for young people.</p>
<input checked="" type="checkbox"/> IP 5.10 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent	★	<p>6 weekly meetings are carried out with the following groups: 16-18 practitioner group Learning Provider Network Tier 1 allocation meetings Curriculum Deputies</p> <p>Additional meetings were carried out with all Secondary schools, Coleg Gwent, Careers Wales, Learning Providers, BAC, YOS, Youth Service and Social Services regarding young people not engaged in education, employment or training. This will be completed by 31st January.</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 met and this will continue termly.</p> <p>The Quality Assurance visits of alternative education providers has begun.</p>	<p>Continuation of these meetings.</p> <p>The Quality Assurance visits will be completed by 31st March 2018.</p>
<input checked="" type="checkbox"/> IP 5.11 Ensure there is a focus on the statutory responsibilities	★	<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 Youth Support Services Board has completed their restructure and members are aware of their accountability.</p>	<p>Feedback to the Youth Support Services Board members and Cabinet Member will continue.</p> <p>A new action plan for the YEPF is currently being written. This will be then implemented.</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

Dec 2017		
Actual	Performance	Comments
Green - Good	★	All actions for this objective are on track. The majority of actions for exclusions are on track.

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)	85.3%	84.4%	★	83.4%	✔	86.1%	●	
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.7%	94.6%	★	94.5%	✔	94.2%	★	Primary: Newport submitted a rate of 94.7%. This is a 0.3% increase on last academic year. Newport is at 15/22 in the Local Authority rankings. This is an improvement by 6 ranking positions. The target for Primary attendance was exceeded this year due to a city wide programme of improving practice linked to the Callio process. In the majority of schools this was applied. This include all families receiving a Red / Amber/ Green status of where their child's attendance was on a termly basis. A city wide promotion of attendance also appears to be successful, including the addition of Fixed Penalty Notices. Individual schools were set challenging attendance targets which were tracked and challenged.
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.6%	93.4%	★	93.3%	✔	94.2%	●	Secondary : Newport has recorded a 0.4% increase in attendance for the academic year 2016/17 and has improved on the Local Authority ranking position to 18/22 from 22/22.

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%

Actions

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

	Dec 2017		
	Performance	IP Progress Update	IP Activity Planned
✓ IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Ind	☆	<p>Attainment targets for each school were set in collaboration with the EAS in December 17.</p> <p>The school risk register was updated taking into consideration recent attainment data.</p>	<p>The school risk register will be reviewed taking into consideration recent attainment data in January 18.</p> <p>Schools will be informed of specific reasons they are on the risk register.</p> <p>Progress towards targets will form an agenda item on all Intervention Plan Monitoring meetings.</p>
✓ IP 6.2 Improve Primary & Secondary Attendance	☆	<p>The first truancy sweep of the academic year 2017/18 took place in October 2017 as part of Operation Bang.</p> <p>School Governor training on school attendance took place in November 2017.</p> <p>The results of the School Attendance were shared at the Attendance Forum in October.</p> <p>A revised media and communication strategy was developed and launched to promote school attendance.</p>	<p>Further truancy sweeps will be booked and completed in collaboration with Gwent Police</p> <p>Children Missing From Education training will be provided to schools</p> <p>An attendance forum will take place including activities led by GEMS, Senior EWO and the attendance lead from St Joseph's High School.</p> <p>The Local Authority will pilot a Children Missing from Education location pilot with HMRC</p>
✓ IP 6.3 Reduce pupil exclusions	☆	<p>A primary school managed move protocol will be drafted and provided to schools for consultation.</p> <p>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</p> <p>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</p>	<p>The draft primary managed move protocol will be presented to primary head teachers on 31 January for a 3 week consultation.</p> <p>The members of 'Team Around the Bridge' are next due to meet on 01/03/2018.</p> <p>Curriculum Improvement Advisor and Challenge Advisor are working collaboratively with the Bridge Achievement Centre Manager to address key issues identified through their Intervention plan. The Principal Educational Psychologist is providing a degree of 'informal support' to the BAC manager.</p>

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

Dec 2017		
Actual	Performance	Comments
Green - Good	★	The overall judgement for this objective is Green-Good. Diversion of waste from Landfill just missed the target only due to some lost loads over the Christmas periods, 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 performance has been consistently improving throughout the year

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)	60.26%	58.00%	★	62.80%	▲	63.81%	●	
PAM/031 (WMT/004b) Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)	7.27%	7.00%	●	7.35%	▼	9.50%	★	PI for this quarter is showing as amber due to low amounts of material diverted from landfill to incineration during December and more specifically over the Christmas period - this had to do with missing some days due to unavailability of vehicles to provide haulage over that period. Amount sent to incineration over January has been higher than forecasted to compensate the lower figure in December, so we are confident the target will be met by year end
STR/L/018 % of municipal waste recycled at the HWRC (IP7) (Q)	58.78%	65.00%	●	57.94%	▼	?	!	This PI is still showing as amber but performance keeps improving quarter after quarter - performance was 56.96% for Q1 and result for Q3 has been 63.47% so there has been an increase of 6 points this year which is a sign of progress, so even if likelihood is this increased level of performance won't be enough to meet the target by year end, the service is coming closer to the standard we aim for.

Actions

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

	Dec 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 7.1 To improve the recycling services</p>	<p>★</p>	<p>1. Improved recycling collection During Q3 we have continued monitoring our recycling collections, upward trend in tonnage collected continues with an extra 2% when compared to the same period last year. We also kept working in the rerouting exercise; new proposed routes were completed in December, with a final quality assurance check and presentation to HoS and CM for a decision during the next period. The Christmas campaign, which included extra resources and collections over Boxing Day, was carried out successfully, with record collections for recyclable materials over the first week of January. 2. Flats During Q3 the trial to increase recycling in the city centre has been designed- including collection days and communications campaign (leaflets for residents, main messages, contact with ward councillors etc.). The plans were finalised during Q3 but due to the festive season over Christmas the communications campaign was postponed until Q4. 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 Overview Scrutiny Policy Review Group continued, with their recommendations report being presented to the Overview Scrutiny Committee on 15/11/2017. Their recommendations, including proposing changes in the HWRC and trade waste collections areas, but recommending carrying out engagement activities before considering changes to the kerbside collections, were adopted by the Committee.</p>	<ul style="list-style-type: none"> Improved recycling collections <p>As in previous quarter, we will continue monitoring the recycling tonnage collected.</p> <p>Final checks for the amended collections routes, including changes to our website, will be carried out, and a targeted communications campaign for those residents impacted by changes, will be planned and implemented too.</p> <ul style="list-style-type: none"> Flats <p>The communications campaign planned during the previous quarter will be delivered, with visits to all residents living in the trial area. Trial will also start during the final quarter of the year.</p> <ul style="list-style-type: none"> Waste Strategy <p>A report with the recommendations from the Scrutiny Committee will be sent to the Cabinet Member for Streetscene; after that, another report on the proposals for the strategy will be prepared by the Service Area for a final decision on the strategy by the CM.</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, although the amount of waste sent during December was lower than expected due to issues with haulage arrangements over the Christmas period; this made the PI for the quarter to be lower than expected and as a result the target was narrowly, and temporarily, missed.</p> <p>The sorting activity for part of the municipal residual waste also continued as expected.</p>	<p>Diversion of residual waste via EfW and sorting of municipal waste will continue during the final quarter of the year.</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

Dec 2017		
Actual	Performance	Comments
Amber - Acceptable	●	The workload is now slowly reducing though the complexities and challenges evident in the current caseloads are significant. YOS continues to monitor each of these areas on a monthly basis and put action plans in as needed.

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
YJ/L/13 Number of first time entrants into youth justice system (M) (IP8)	59	59	●	37	✖	?	!	FTE's reduced again this quarter by 5 (Q3 17-18), though we accept will now not meet the annual target. All of the FTE's who did come through could not be diverted due to the seriousness of their offending. Discussions have taken place with Gwent Police, Magistrates, Legal, CPS in relation to developing a diversion scheme for motoring offences. Despite this not being done anywhere on a national basis, senior decision makers are contemplating, whether Gwent could pilot this. Whilst there are no motoring offences FTE in this cohort, they have been a significant number in previous cohorts this year. With the Prevention service, we are reviewing current RJD processes, as there's a perception that there is a slight decrease in engagement rates and clearly we would wish to maximise engagement as this could impact on our FTE's.
YJ/L/14 Number of young people sentenced to custody (M) (IP8)	9	18	★	9	→	?	!	
YJ/L/18 Out of court disposals % (Q) (IP8h)	23%	30%	★	24%	✓	?	!	
YJ/L/19 % young people who reoffend in 12 months (Q) (IP8i)	47.5%	50.0%	★	43.5%	✖	?	!	

Actions

Key for Actions

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

		Dec 2017		
		Performance	IP Progress Update	IP Activity Planned
✔	IP 8.1 Reduction in first time entrants	●	Discussions are continuing, though have now extended to other criminal justice partners. Newport has the highest FTE in Wales. Gwent as a region has the highest FTE in Wales. We are confident that our diversionary processes ensure that eligible young people are diverted. We are also tweaking our RJJD process in an effort to increase engagement.	<p>We are awaiting a thematic inspection from the YJB on Prevention, which we are anticipating may give us some guidance on what we may do in the future differently.</p> <p>The discrepancy between local and national PNC published figures continues. Blaenau Gwent/Caerphilly YOS are currently trialing an internal process, to bring PNC and YOS figures into alignment. Hopefully this will be rolled out by the beginning of the 2018/19 Financial year.</p>
✔	IP 8.2 Reduction in the use of youth custody	★	All 4 young people who received custody in Q3 had been subject to remand prior to sentence. One 17 year old female who is now looked after, had offended out of area, in her out of county residential home. Two 18 year old males, sentenced for perverting the course of justice and a 17 year old with possession of Class A Drugs with intent to supply. Clearly all met the custody threshold.	Youth Justice Board (YJB) have undertaken an audit around Risk, which has included some custody cases. Awaiting feedback and action plan from that.
✔	IP 8.3 Access to Education, Training and Employment	●	Of the 7 young people in the cohort closed, 5 were offered 25 hours. One was not offered anything, due to non-engagement and the 7th young person was on a reduced timetable due to emotional/mental health needs. Average hours attended in the cohort increased from 11 to 14.	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.
✔	IP 8.4 Access to timely mental health assessment and treatment	★	No issues, continue as before	No issues, continue as before
✔	IP 8.5 access to timely assessment and treatment in relation to substance misuse.	★	Of the 7 statutory orders closing that required a Substance Misuse Assessment, 6 of them commenced within 5 working days upon receipt of referral. The 7th was under arrest at the time of the appointment.	No issues, continue as before
✔	IP 8.6 Access to appropriate/suitable accommodation	★	<p>No issues around this indicator, we are still hitting performance targets, despite 4 of the closed statutory orders in Q3 not in suitable accommodation for the following reasons:-</p> <ul style="list-style-type: none"> 2 young people, who are looked after by the local authority, were residing in B&B's due to the breakdown of their placements. A third young person was residing with family/friends. Despite this address not highlighting any safeguarding concerns, the case manager, assessed this as not suitable given that there are a number of unknown individuals residing at this address. Children's services had offered them a place in B&B, but they refused this option. They are now liaising with housing with a view to looking into a Supported Accommodation placement. A fourth young person went to reside with dad in Cardiff, this was deemed unsuitable by the case manager due to dad's health issues 	Continue with current practice



Report

Cabinet

Part 1

Date: 19 April 2018

Item No: 09

Subject **Performance Monitoring: Improvement Plan and Well-being Objectives**

Purpose To agree a joined-up approach to monitoring performance that supports the requirements for service planning, improvement planning and well-being objectives

Author Head of People and Business Change
Senior Policy and Partnership Officer
Senior Performance Management Officer

Ward All

Summary The Council is subject to duties under the Local Government Measure 2009 and the Well-being of Future Generations (Wales) Act 2015. The Local Government Measure requires local authorities to set its own improvement objectives. The Well-being of Future Generations Act requires local authorities to set and publish well-being objectives. Improvement objectives are published as part of the Council's Improvement Plan and well-being objectives are part of the Council's Corporate Plan.

It is possible that councils can meet their duties under both acts by integrating the requirements into one plan and one monitoring process. This integrated approach to strategic planning will ensure appropriate accountability of progress against performance objectives, while reducing duplication in reporting. It allows for one reporting mechanism which means senior managers can monitor progress through a more streamlined process, and reports to Cabinet and Scrutiny will include the relevant links between the legislative and reporting requirements.

This report outlines a joined-up approach to monitoring performance that supports the requirements for service planning, improvement planning and delivery of the well-being objectives. The report also details the steps that will be taken for each well-being objective and the performance measures that will be used to monitor progress.

Proposal **To agree a joined up approach to monitoring performance and confirm performance measures to monitor progress for 2018/19**

Action by Chief Executive
Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

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

Signed

Background

The Council is subject to duties under the Local Government Measure 2009 and the Well-being of Future Generations (Wales) Act 2015. The Local Government Measure requires local authorities to set its own improvement objectives. The Well-being of Future Generations Act requires local authorities to set and publish well-being objectives. Improvement objectives are published as part of the Council's Improvement Plan and well-being objectives are part of the Council's Corporate Plan.

Advice from the Welsh Local Government Association (WLGA) following consultation with the Wales Audit Office (WAO) and Future Generations Commissioner's office is that councils can meet their duties under both acts by integrating the requirements into one plan and one monitoring process.

The council's priorities must reflect the requirements of both acts to ensure the council maximises its contribution to the well-being goals for Wales, demonstrates continuous improvement and continues to deliver high quality services to local people.

Current position

Well-being objectives have been set and published as part of the Corporate Plan 2017-2022. In addition, the Corporate Plan includes "20 things by 2022" which align to the well-being objectives and will be monitored through the corporate governance frameworks and relevant service plans.

Improvement objectives were published as part of the Council's Improvement Plan 2016-18 and agreed by Cabinet in April 2016. These are reviewed annually to ensure that they remain relevant and focused on the right areas of improvement.

Service plans are currently being developed for the period 2018-2022 and will include all performance objectives.

The MI Hub (InPhase) system is currently used to record progress against the improvement objectives, and service plans. Recording progress against the well-being objectives is under development and will be available on the system in due course.

The Way Forward

It is proposed that the improvement (plan) objectives be fully absorbed into the well-being objectives which were informed by public engagement on the Local Well-being Assessment. This will mean that monitoring of the well-being objectives and the steps taken to meet these objectives will also address the need to monitor the improvement plan objectives and demonstrate continuous improvement.

This integrated approach to strategic planning allows for one reporting mechanism to fulfil many requirements – collecting information once and using many times. This reduces the reporting burden on service areas and allows senior managers to monitor progress more easily through a more streamlined process.

The proposal will ensure appropriate accountability of progress against performance objectives, while reducing duplication in reporting. This streamlined process will also ensure that reports to Cabinet and Scrutiny include the relevant links between the legislative and reporting requirements and provide a more robust process.

By focusing on a single set of council wide priorities and underpinning actions, service plans can be developed to ensure that each service area delivers outcomes that contribute to the achievement of the corporate plan.

In order for this integration to be successful, service plans must contain activities which contribute to the delivery of the well-being objectives and corporate plan priorities. In addition, service areas must apply the sustainable development principle's five ways of working (long term, prevention, collaboration, integration and involvement) to planning activities so that the council can evidence how this has become embedded in our thinking as well as the commentary developed for output and decision reports.

Well-being Reporting Framework

Well-being objectives have been set and published as part of the Corporate Plan, in consultation with Heads of Service and agreed by Cabinet and Council.

The council must publish an annual report on the progress it has made in meeting its well-being objectives. In doing so, it must review its well-being objectives and assess whether the objectives are contributing to the achievement of the well-being goals for Wales, that all reasonable steps are being taken to meet the objectives and that they are consistent with the sustainable development principle.

To move towards an integrated approach, an annual year-end review that shows progress against the improvement objectives and evidences continuous improvement will also incorporate as much of the well-being duty as possible and will be published by 31st October 2018. A further report reviewing the well-being objectives will be produced by 31st March 2019 if required.

Next Steps

The following steps will be taken for 2018/19:

- Cabinet Report on performance against the improvement objectives and well-being objectives will be produced by 31st October 2018, with a further report reviewing the well-being objectives by 31st March 2019 if required. In future years the annual reports will be fully merged into one report
- Progress against the well-being objectives to be provided by service areas for Q4/year end to inform the annual report for 2017/18. From 2018/19 progress will be monitored quarterly through the MI Hub (InPhase) and these updates will be linked to service plan content.
- When producing service plans, all service areas must consider the well-being objectives, the steps to be taken and the performance measures (as outlined in Appendix 1) and ensure any gaps are covered and that existing measures are still relevant
- All service plans must be written in accordance with the sustainable development principle and apply the five ways of working
- Continue to develop reporting pages for well-being objectives within the MI Hub (In Phase). This will mean no duplication in data entry and recoding. Appendix 2 shows how this might look.
- Training sessions on how to access and update well-being objectives and service plans within the MI Hub will be offered

Financial Summary

There are no direct financial implications from this report. Any financial implications associated with service planning and other activities will be subject to separate reports.

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?
Changes to the Local Government Measure	H	H	The proposed changes in the Green Paper 'Strengthening Local Government: Delivering for People' currently at the consultation stage, once the outcome of this is known the council can plan its approach to the changes.	Head of People and Business Change

Non-compliance with legislation	L	L	The Policy, Partnership and Involvement Team will work in conjunction with the Performance Team to ensure compliance. This includes regular meetings with regulators to discuss compliance issues.	Head of People and Business Change
Duplication of reporting resulting in laborious processes for officers in service areas	L	L	By integrating the duties as proposed in this paper the reporting burden on service areas will be reduced. The use of the MI Hub system will allow collection of information once to be used many times.	Policy Partnership and Involvement Team in conjunction with the Performance Team.

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Newport City Council Corporate Plan 2017-2022 – the Corporate Plan contains the Council’s Well-being Statement and well-being objectives, which contribute to the achievement of the national well-being goals.

Options Available and considered

- 1) To agree a joined-up approach to monitoring performance as outlined in this report
- 2) To continue to monitor performance on a separate basis

Preferred Option and Why

The preferred option is Option 1 – to agree a joined-up approach to monitoring performance. By having one process it will simplify monitoring arrangements, reduce duplication and ensure we meet the requirements of both acts.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. Although the Council has separate statutory duties in relation to continuous improvement under the Local Government Measure 2009 and also in relation to well-being objectives under the Well-being of Future Generations (Wales) Act 2015, a single integrated process of performance monitoring will provide a more streamlined and robust approach to performance management. The improvement and well-being objectives are closely aligned under the over-arching Corporate Plan and the delivery will be underpinned through individual service plans.

Comments of Head of People and Business Change

There are no direct staffing issues arising from this report.

The Council has already agreed a set of well-being objectives as part of the Corporate Plan and much work has been undertaken to ensure the improvement objectives and well-being objectives are aligned. Having one process for monitoring the performance towards both sets of objectives will ensure the Council can clearly demonstrate the steps it has taken towards meeting the objectives and the national well-being goals.

This approach is supported by the WLGA, WAO and Future Generations Commissioner and will ensure the Council continues to meet its duties for both acts.

Comments of Cabinet Member

The Leader of the Council has been consulted on the development of this report.

Local issues

Not applicable

Scrutiny Committees

Service plans are monitored through the Scrutiny process.

Equalities Impact Assessment and the Equalities Act 2010

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

The Council must report progress it has made in meeting its well-being objectives on an annual basis.

The proposal outlined in this report will ensure the Council meets its statutory requirements for ensuring it keeps the steps it takes to meet the well-being objectives under review.

By having a joined-up approach the Council will demonstrate how it has taken an integrated approach to monitoring performance.

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

Crime and Disorder Act 1998

Not applicable

Consultation

Heads of Service have been consulted on the proposals to monitor performance in this streamlined way.

Background Papers

Cabinet Report: Improvement Plan 2016-18 (11/04/16)

Council Report: Improvement Plan 2016-18 (26/04/16)

Cabinet Report: Wellbeing of Future Generations (20/03/17)

Cabinet Report: Annual Review of the Improvement Plan 2016-17 (13/09/17)

Cabinet Report: Improvement Plan Quarter 1 Update (18/10/17)

Cabinet Report: Improvement Plan Quarter 2 Update (17/01/18)

Cabinet Report: Corporate Plan 2017- 2022 "Building on Success, Building a Better Newport" (15/11/18)

Council Report: Corporate Plan 2017- 2022 "Building on Success, Building a Better Newport" (28/11/18)

Dated:

Appendix 1 – Well-being Objectives, steps and measures

The tables below detail the steps to be taken to achieve our Well-being Objectives. The Improvement Plan actions have been included to demonstrate the alignment between the well-being steps and the Improvement Plan. All service areas must consider the well-being objectives, the steps to be taken and the performance measures and ensure any gaps are covered and that existing measures are still relevant.

Well-being Objective 1 – To improve skills, education and employment opportunities

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Improve school attainment levels and ensure best educational outcomes for children	IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Indicators	Education	PAM/003 % pupils achieving the expected outcome at the end of the Foundation Phase (A) PAM/004 % pupils achieving the expected outcome at the end of KS2 (IP6) (A) PAM/005 % pupils achieving the expected CSI outcome at the end of KS3 (IP6) (A) PAM/006 Pupils achieving level 2 threshold inc English & Maths % (IP6) (A) EDU/L/062 Pupils achieving Level 2 Maths (IP6) (A) EDU/L/063 Pupils achieving Level 2 English (IP6) (A)
2	Support young people into education, employment and training	IP 5.01 YEPF Co-ordinator providing support IP 5.02 Deliver the Families First Children and Young People's Skills Project IP 5.03 Deliver the Inspire to Achieve and Inspire to Work ESF projects IP 5.04 Communities First NEET engagement project IP 5.05 Deliver Communities 4 Work programme IP 5.06 Direct work with Careers Wales IP 5.09 Map provision for young people IP 8.3 Access to Education, Training and Employment	Education/RIH (Regeneration Investment and Housing)	PAM/009 % Young people NEET Year 11 (IP5) (A) NEET\09 % 16-18 yr olds not in education, employ or training (IP5) (A) NEET\11 % Young people NEET Year 13 (IP5) (A) EDU/L/067 % young people recorded as unknown following compulsory education (IP5) (A)

		Improvement Plan Action	Service area	Performance measure
3	Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty		Education	EDU/L/061 Percentage of FSM pupils achieving KS4 Level 2 (IP6) (A)
4	Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education	IP 5.02 Deliver the Families First Children and Young People's Skills Project IP 5.07 Working with providers of education IP 5.10 Meet regularly with Careers Wales, Schools, Work Based learning Providers and Coleg Gwent	RIH	RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (IP5) (Q) RIH/L/046 No of 18-24 year old entrants into Work Based Learning Academy (IP5) (Q) RIH/L/049 No of 16-17 yr olds progressing from WBLA to further opportunity (IP5) (Q) RIH/L/050 Number of 18-24 year olds progressing from WBLA to further opportunity (IP5) (A)
5	Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities	IP 4.6 Complete a skills audit of the local economy IP 5.05 Deliver Communities 4 Work programme IP 5.08 Develop and deliver specific employability programmes	RIH	RIH/L/063 % Working age adults with no qualifications (A) RIH/L/064 % of working age adults with qualifications at NQF4 or above (A)
6	Development of digital skills through support for schools and community IT programmes including a Digital Inclusion Charter	<i>Covered in 20 things by 2022</i>	P&BC (People and Business Change)	
7	Improve school attendance, reduce exclusions and improve safeguarding and wellbeing	IP 6.2 Improve Primary & Secondary Attendance IP 6.3 Reduce pupil exclusions	Education	PAM/007 Attendance levels primary school (IP6) (A) PAM/008 Attendance levels secondary schools (IP6) (A) EDU/010b Total number of days lost to secondary fixed term exclusions (IP6) (A)

Well-being Objective 2 – To promote economic growth and regeneration whilst protecting the environment

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Specialise in high value business growth		RIH	Note: Steps 1 – 7 align with Newport’s Economic Growth Strategy, which includes broader, non-NCC specific, performance indicators for the local economy. RIH/L/053 Value of business support grants awarded (IP4) (Q) RIH/L/054 Number of businesses supported (IP4) (Q) RIH/L/055 Number of new business start-ups (IP4) (HY) RIH/L/052 Number of jobs created (IP4) (A)
2	Promote and innovate for entrepreneurship, support indigenous development	IP 4.3 Agree a protocol with Welsh Government for Joint Venture funding	RIH	
3	Grow the economy as part of the wider region – collaboration for competition	IP 4.2 Creation and adoption of the City Centre Masterplan	RIH	
4	Create an economic environment to support population growth		RIH	
5	Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city		Streetscene	
6	Maintain our focus on regenerating the city centre to become one of the UK’s top cities	IP 4.1 Secure funding for VVP2 IP 4.2 Creation and adoption of the City Centre Masterplan IP 4.4 Secure stage 2 funding to deliver market arcade regeneration	RIH	RIH/L/057 Reduction in the number of vacant commercial properties in the City Centre (IP4) (A)
7	Maximise environmental opportunities such as renewable energy, energy efficiency schemes, green infrastructure assets.		RIH	Measure to be confirmed
8	Deliver a digital strategy with improved connectivity in the city with access for citizens, partners and businesses	IP 4.5 Develop and invest in Newport website	P&BC	

9	Work with communities and schools on a range of countryside, biodiversity and recycling related matters		Streetscene	SCS/L/003 No of events held on a range of countryside, biodiversity & recycling related matters (Q)
10	Increase household recycling and divert waste from landfill	IP 7.1 To improve the recycling services IP 7.2 To divert all household and trade refuse waste collected by the council	Streetscene	PAM/030 Municipal Waste reused, recycled and composted (IP7) (Q) PAM/031 Percentage of municipal wastes sent to landfill (IP7) (Q) STR/L/018 Percentage of municipal waste recycled at the HWRC site (IP7) (Q)
11	Protect and promote local built and natural assets and cultural heritage		RIH / L&R (Law and Regulation)	RIH/L/061 Value of tourism (A) RIH/L/062 Increase in the number of visitors to attractions in Newport (A)
12	Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment		L&R	RS/SI/1 % Regulatory Services significant issues resolved (Q)

Well-being Objective 3 – To enable people to be healthy, independent and resilient

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Support people to remain living independently in their homes and communities	IP 1.1 To deliver an integrated assessment process IP 1.2 to roll out the integrated pathway for older people IP 1.3 Restructure the operational adult social services teams on the NCN footprints IP 2.2 Restructure the operational adult social services team IP 2.3 Develop and implement the integrated assessment tools IP 2.4 Review and recommission services as necessary IP 2.5 Review and develop our systems and processes IP 2.6 Undertake a questionnaire of people who have a care and support plan	A&CS (Adult and Community Services)	ACS/18 % of adult protection enquiries completed within 7 days (SSPM, IP2) (M) ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2) (M) ACS/21 Length of time (days) adults are in care homes (SSPM) (M) ACS/L/25 Number of people per month who have received a proportionate assessment (M) ACS/L/26 Number of people receiving a service from the Rehabilitation Officer (Visual Impairment) (M) CCAS/L/027 Number of integrated assessments completed (IP2) (M)
2	Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness	IP 1.1 To deliver an integrated assessment process IP 2.1 Establish the pathway for adult social services across health and social care	P&BC	CCAS/L/026 OT Assessments & Reviews % (IP1) (M)

3	Support children to remain safely with their families		CYP (Children and Young Peoples Services)	CYP/24 PAM/028 % of assessments completed for children within statutory timescales (SSPM, PAM) (M) CYP/25 Percentage of children supported to remain living within their family (SSPM) (M) CYP/26 Percentage of looked after children returned home from care during the year (SSPM) (M) CYP/27 Percentage of re-registrations of children on local authority Child Protection Registers (CPR) (SSPM) (M) CYP/28 Average length of time for all children who were on the CPR during the year (SSPM) (M)
4	Support all schools to work towards the National Quality Award for Healthy Schools		Education	EDU/L/065 Increase in the number of schools that have been accredited at Healthy Schools Level 4 and 5 (A) EDU/L/066 Increase in the number of schools working towards the National Quality Award (NQA) in Healthy Schools (A)
5	Work towards Newport becoming a recognised Dementia Friendly City	Covered in 20 things by 2022	A&CS	
6	Improve opportunities for Active Travel		Streetscene	SCS/L/001 Number of active travel journeys
7	Regulate residential dwellings to ensure provision of safe homes		L&R	RS/SI/1 % Regulatory Services significant issues resolved (Q)
8	Work towards improved air quality		L&R	To be developed. Suggested Year 1 measure should relate to the production and approval of a revised Air Quality Action Plan. (Focussing on measurements of pollutants will not give positive performance against a PI for years.)
9	Regulate businesses and support consumers/residents to protect and improve health		L&R	PAM/023 % of food businesses that are broadly compliant with food safety legislation (Q)

Well-being Objective 4 – To build cohesive and sustainable communities

The steps:

		Improvement Plan Action	Service area	Performance measure
1	Deliver a community cohesion programme that creates opportunities for communities to interact with one another		P&BC	
2	Prevent offending and re-offending of young people	IP 8.1 Reduction in first time entrants IP 8.2 Reduction in the use of youth custody	CYP	YJ/L/13 Number of first time entrants into the youth justice system (IP8) (M)
3	Develop sustainable communities through the provision of good quality, accessible and affordable housing	IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use IP 3.2 To minimise the waiting times for major and minor adaptations IP 3.3 To prevent people becoming homeless whenever we can IP 8.6 Access to appropriate/suitable accommodation	RIH	PAM/012 The percentage of households for whom homelessness was prevented (Q) (IP3) PAM/014 No of new homes created as a result of bringing empty properties back into use (HY) PAM/015 PSR/002 Adapt'ns DFG days delivery avg. (HY) (IP3) PLA/006 (N) Planning affordable housing units # RIH/L/056 Housing delivery (all tenures) (IP4) (A)
4	Prevent and tackle instances of antisocial behaviour impacting upon the residents and the business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime		L&R	LR/L/002 Number of littering and dog fouling offences dealt with through enforcement action (Q)

5	Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and well-being in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of Newport.		P&BC	
6	Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life		P&BC	HRP/049 Number of employees trained in Welsh awareness (Q)
7	Deliver a sustainable library service and varied cultural offer		RIH	PAM/016 LCL/001b Use of Public Library Services (Q) RIH/L/062 Increase in the number of visitors to attractions in Newport (A)
8	Work with key partners to promote the city's parks, open spaces and coastal path		Streetscene	SCS/L/002 No of visitors to city parks, open spaces and coastal path (Q)

Appendix 2 - Screenshots of development of the wellbeing objectives in NCC's MI Hub performance system

The screenshots below show how the report looks in MI Hub. Using MI Hub to produce the report will reduce duplication and the reporting burden on service area officers as information will be collected once and used many times as appropriate.

Wellbeing Objectives Report
WO 1 - Skills, Education & Employment

Management Information Hub

WFG Report | WO 1 - Skills, Education & Employment | WO 2 - Growth & Regeneration | WO 3 - Healthy, Independent & Resilient People | WO 4 - Cohesive & Sustainable Communities

Well-being Objective 1 - To improve skills, education and employment opportunities

Morgan, Sarah
Head of Service

Overall Judgement

Actual	Performance	Dec 2017	Comments
Green - Good	★		

Key for Measures

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

	Actual		Perfor... (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Wales v Average (YTD)	Perf. Wales Period Performance (YTD)
	(YTD)	(YTD)						
PAM/003 (EDU/L/058) % pupils achieving the expected outcome at the end of the Foundation Phase (A)	89.2%	88.4%	★	89.1%	↓	?	!	
PAM/004 (EDU/003) % pupils achieving the expected outcome at the end of KS2 (PAM) (A)	90.1%	89.0%	★	88.8%	↓	89.0%	★	
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%	●	
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.7%	94.6%	★	94.5%	↓	94.2%	★	
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.6%	93.4%	★	93.3%	↓	94.2%	●	

Page 241

Measures

Wellbeing Objectives Report
WO 1 - Skills, Education & Employment

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 exc'l's 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/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/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.6%	94.5%	94.2%
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.4%	93.3%	94.2%
PAM/009 % Young people NEET Year 11 (PAM, IP5) (A)	1.9%	1.7%	?
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) /IP5	360	304	?
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) /IP5	125	120	?

Key for measure RAG status

- ★ Green star - on target
- Amber circle - slightly short of target (15% tolerance)
- ▲ Red triangle - off target (over 15% away)
- ?
- ! No target set

Direction of Travel - DoT

- ↓ Green tick - performance has improved
- ↑ Red cross - performance has declined (15% tolerance)
- ↔ performance remains the same
- ↗ up arrows indicate that high values are better
- ↘ down arrows indicate low values are better

Key for Actions

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

Steps

	Object Description	Performance	Dec 2017	
			WO Progress Update	WO Activity Planned
✓ WO 1.1	Improve school attainment levels and ensure best educational outcomes for children	?		
✓ WO 1.2	Support young people into education, employment and training	?		
✓ WO 1.3	Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty	?		
✓ WO 1.4	Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education	?		
✓ WO 1.5	Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities	?		

This page is intentionally left blank



Report

Cabinet

Part 1

Date: 18 April 2018

Subject Pay and Reward Policy 2018/19

Purpose For Cabinet to consider the updated Pay and Reward Policy for 2018/19.

Author Rhys Cornwall, Head of People and Business Change

Ward All

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

The Pay and Reward Policy has previously been updated to take account of revised guidance from the Public Services Staff Commission’s report on senior pay which was published in December 2016. This year additional information regarding the gender pay gap has been included which is a requirement for the Council to publish this information by 5 April 2018.

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

Action by Chief Executive/Head of People and Business Change

Timetable Immediate

This report was prepared after consultation with:

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

Background

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

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

The Act also specifies that the pay policy statement:

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

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

Pay and Reward Policy

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

The Council's Pay and Reward Policy, initially approved in March 2012, was developed to meet the statutory requirements contained in the Localism Act 2011. However, in the spirit of transparency, the Council took the opportunity to take a wider view and include information relating to school based employees. Local authority schools are specifically excluded from the Localism Act's statutory requirements. However, as employees in community maintained and voluntary controlled schools are employees of the Council, reference has been made to school based employees within the Pay and Reward Policy. It is recognised that the pay decisions for these employees are delegated to school Governing Bodies by legislation and that each school is responsible for publishing its own Pay Policy. For the avoidance of doubt, the relevant school Pay Policies are the definitive version of policy for school based staff engaged by the governing body of the respective school.

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

Updates since April 2017

Council received and approved a report (Review of Chief Education Officer pay grade) in September 2017 proposing to:

1. Acknowledge the outcome of a re-evaluation under the Hay job evaluation scheme for the post of Chief Education Officer
2. Revise the pay grade of the Chief Education Officer in line with the other Heads of Service

The proposal was agreed and as a result changes to the pay grade for the Chief Education Officer took effect prior to recruitment for the vacant post. All Heads of Service are in the same pay grade.

The Gender Pay Gap

The Council is required to publish its gender pay gap from 5 April 2018. The results from the analysis are as follows:

We have 2,588 relevant employees (excluding schools) for the purpose of establishing the gender pay gap, of which 67% are women and 33% are men.

Our Mean pay gap

- Our average hourly rate for women is £12.85
- Our average hourly rate for men is £13.00
- Our mean pay gap between men and women is 1%. This means that, on average, a woman's hourly rate of pay is 1% lower than a man's.

Our median pay gap

- Our median hourly rate for women is £12.26
- Our median hourly rate for men is £11.88
- Our median pay gap between men and women is 3%. This means that the median (or midpoint) hourly rate for a woman is 3% higher than a man's.

Our bonus pay gap

- Following the implementation of Single Status Pay and Grading Arrangements in 2015, the Council no longer makes any bonus payments to either men or women.

Our pay quartiles

We must report the percentage of men and women in each pay quartile. Quartiles are created by listing the rates of pay for all employees from lowest to highest, before splitting that list into four equal sized groups and calculating the percentage of men and women in each quartile.

	FEMALE	MALE	TOTAL
LOWER	77%	23%	100%
LOWER MIDDLE	55%	45%	100%
UPPER MIDDLE	67%	33%	100%
UPPER	70%	30%	100%

Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures set out in the Pay and Reward Policy. The Council's lowest paid employee is paid on spinal point 8 of the NJC for Local Government Workers. As at 1 April 2018, should the national employers' proposed pay award be acceptable to the trade unions, this will be £16,626 per annum (based on a full-time equivalent of 37 hours per week). This rate increased to **£16,880** on application of the living wage supplement

As part of its commitment to pay transparency, and following the recommendations of the Hutton Review, the Council will publish information on pay relativities on an annual basis in the Pay and Reward Policy. This information for **2018-19** shows a pattern of decline over a three year period, showing that the gap between the Chief Executive pay and lowest paid Council employee has narrowed, as has the gap between average Chief Officer pay and the median earning of Council employees:

Multiple of Salary	Ratio	Ratio	Ratio	Ratio
	2018/19	2017/18	2016/17	2015/16
• the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio	1 : 8:5	1: 8.6	1: 9.9	1: 10
• the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 5:3	1: 5.7	1: 6.5	1: 6.6
• the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio	1 : 6:7	1: 6.5	1: 7.4	1: 6.8
• the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 4:2	1: 4.3	1: 4.9	1: 4.5

Note:

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

Financial Summary

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

Risks

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

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

Options Available

The options available are as follows:

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

Preferred Option and Why

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

Comments of Chief Financial Officer

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

Comments of Monitoring Officer

The Council has a statutory duty under Section 38 of the Localism Act 2011 to approve and publish its Pay Policy on an annual basis. The proposed Pay and Reward Policy has been prepared in accordance with the legislation and Welsh Government Guidance. The policy has to be approved by full Council on an annual basis, in order to comply with the statutory requirements. Therefore, Cabinet will need to make a recommendation to full Council to approve and adopt the final Pay and Reward Policy. This revised Policy has been updated to take account of the changes agreed to Chief Officers Pay grades in September 2017 and information on the Council’s gender pay gap. Once adopted, the Pay and Reward Policy will need to be published and the Annual Statement of Accounts will also need to include details of

the remuneration of individual Chief Officers, to comply with the requirements of the Audit (Wales) Regulations.

Staffing Implications: Comments of Head of People and Business Change

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

Comments of Cabinet Member

Council previously approved the Pay and Reward Policy in April 2017. The updated policy reflects the current position in relation to pay arrangements for employees of the Council, including changes approved during the past 12 months. I have agreed that the updated policy be presented to the Cabinet for consideration, and subject to Cabinet's approval, be recommended to full Council.

Local issues

N/A

Scrutiny Committees

N/A

Equalities Impact Assessment

N/A

Children and Families (Wales) Measure

N/A

Wellbeing of Future Generations (Wales) Act 2015

The Wellbeing of Future Generations Act is about improving the social, economic, environmental and cultural wellbeing of Wales, and places a duty on public bodies to improve wellbeing in accordance with the sustainable development principle. Consideration of the five ways of working has been taken into account when updating the policy, as follows:

Long term – the Council is required to publish a Pay Policy Statement each financial year and this updated policy meets this requirement. This policy provides a framework for decision making on pay and allows the Council to demonstrate its key approaches to pay and reward for employees, ensuring resources are managed effectively both in the short and longer term.

Prevention – this updated policy outlines the Council's approach to pay and reward of its employees in the interests of openness and transparency, and is in place to prevent problems and issues occurring with any decisions made in relation to public sector pay.

Integration - the Pay and Reward Policy forms a key part of the Council's People and Culture Strategy. The strategy underpins the Council's Corporate Plan and strategic objectives - how employees are rewarded for their contribution is directly linked to the delivery of the council's key aims and objectives.

Collaboration – as part of this policy, the Council's intention is to continue to develop collaborative working on a planned and strategic basis with local authority partners and other public and third sector organisations

Involvement –this policy provides the public with the Council’s policy on all aspects of pay and reward, including senior posts and the lowest paid posts, explaining the relationship between remuneration for senior post holders and other groups.

This policy is part of the Council’s People and Culture Strategy, which informs the Council’s Corporate Plan and strategic objectives and contributes to achieving the Council’s wellbeing objectives and the national wellbeing goals.

Crime and Disorder Act 1998

N/A

Consultation

As outlined within the report.

Background Papers

Pay and Reward Policy 2017

Dated:

This page is intentionally left blank

Introduction

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

Aims of the Policy

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

Scope

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

To be read in conjunction with

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

1. Principles

This is Newport City Council's 2018/19 annual Pay and Reward Policy for the period 1st April 2018 to 31st March 2019.

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

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

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

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

In addition to this Pay and Reward Policy, remuneration reporting is included in the Council's Annual Statement of Accounts. The 2016/17 information can be found [here](#).

The Council's senior posts are defined as:

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

2.0 Legislative Framework

2.1 General

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

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

2.1 Pay in schools

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

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

3.0 Responsibility for Pay Decisions

3.1 Responsibility for the Approval of the Pay and Reward Policy

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

3.2 Responsibility for Council Pay Structure and Employment Terms and Conditions

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

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

3.3 Delegated Authority

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

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

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

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

4.0 Terms and Conditions of Service

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

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

5.0 National pay bargaining arrangements

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

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

6.0 Process for grading posts

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

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

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

September 2017 the Independent Remuneration Panel for Wales (IRPW) gave approval to a proposal to revise the pay grade for the Chief Education Officer as a result of a revised job evaluation exercise undertaken by the Hay Group. All Heads of Service are now remunerated on one single pay grade.

7.0 Senior Management Remuneration

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

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

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

7.1 Recruitment and appointment of Chief Officers

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

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

7.2 The role of the Chief Executive

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

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

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

The Chief Executive routinely works evenings as well as the standard Monday to Friday business week.

The Chief Executive also heads the 'on call' arrangements particularly to cover emergency planning requirements.

7.3 Chief Executive Pay

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

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

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

The notice period for the role is 3 months.

7.4 Proposals to change the Chief Executive's salary

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

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

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

7.5 Joint Appointments

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

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

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

8. Pay Relativities within the Council

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

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

As at 1 April 2018, all employees paid at spinal column point 8 through to 10 of the NJC pay spine for Local Government Services employees are paid at a living wage rate of £8.75 per hour or £16,880 (full time equivalent earnings) per annum for a standard 37 hour, 52 week a year contract. The rate is paid by way of a supplement to basic pay.

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

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

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

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

Multiple of Salary	Ratio
• the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio	1 : 8:5
• the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 5:3
• the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio	1 : 6:7
• the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 4:2

Note:

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

In relation to the gender pay gap, the Council's [Gender Pay Gap Report 2017](#) outlines the gender pay gap between men and women in the Council. As at April 2017 the Council had a mean gender pay gap of 1% and a median gender pay gap of -3% (women are paid more than men). There is no bonus paid to any employee, therefore no bonus gender pay gap exists, and our quartiles are as follows:

	FEMALE	MALE	TOTAL
LOWER	77%	23%	100%
LOWER MIDDLE	55%	45%	100%
UPPER MIDDLE	67%	33%	100%
UPPER	70%	30%	100%

9. Starting Pay

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

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

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

10. Annual Pay Progression arrangements

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

Appendix A: NCC NJC Salary Structure with Effect from 1 April 2017 (Applicable to National Joint Council for Local Government Employees)

Appendix B: Chief Officer Pay Scales

Appendix C: Soulbury Pay Scale

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

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

10.1 NJC for Local Government Employees

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

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

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

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

10.2 Chief Officers – Chief Executive and Strategic Directors

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

10.3 Chief Officers – Heads of Service

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

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being

exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

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

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

10.4 Employees on Soulbury salary scales

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

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

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

(iii) Structured Professional Assessment points will be paid in accordance with the provisions of the Soulbury Committee and the Council's Soulbury Guidance note.

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

10.5 Withholding an increment

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

10.6 Teachers and School Leaders

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

11. Pay on Promotion or Transfer

11.1 Move to a new post at the same level

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

11.2 Pay on promotion

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

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

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

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

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

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

13. Additional Payments – All Employees

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

13.1 Additional Duties Scheme

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

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

13.2 Professional Fees

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

13.3 Market Supplements

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

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

With effect from 1 April 2015, the council pays a Living Wage supplement lifting the pay of the lowest paid workers to a minimum of £8.75 per hour paying the difference between the relevant Spinal Column Point (SCP 8 to 10), as a supplement. This supplement is included in the hourly rate as pensionable pay and is demonstrated in the NCC NJC Salary Structure provided in Appendix A.

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

13.4 Additional Payments under the STPCD

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

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

- teaching training and / or additional responsibilities and activities
- learning activities

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

13.5 Travel and Subsistence Expenses

The Council’s Travel and Subsistence Policy seeks to ensure that no employees will be financially disadvantaged whilst undertaking duties which take them from their normal place of work. Employees will be reimbursed additional travelling or subsistence expenses incurred in the course of their work in accordance with this policy, subject to evidence of expenditure being produced. Details of the current rates for travelling and subsistence expenses can be found [here](#).

14. Additional Payments to Chief Officer posts

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

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

14.2 Returning Officer

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

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

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

15. Employee Benefits

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

- the Local Government / Teachers' Pension Schemes as applicable
- generous annual leave entitlements in addition to bank holiday entitlement
- The option to purchase up to one week of additional annual leave
- learning and development opportunities
- flexible working arrangements
- employee wellbeing schemes, such as Care First
- childcare vouchers
- cycle-to-work scheme
- car lease scheme
- technology purchase scheme
- discounted gym and leisure membership
- use of the Vectis card scheme to provide retail discounts

16. Detriment Arrangements

16.1 All employees except Teaching staff

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

16.2 Teaching Staff

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

17. Termination of Employment

17.1 Payments on Termination

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

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

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

Payments to the Chief Executive falling outside these provisions or the relevant periods of contractual

notice shall be subject to a formal decision made by the Leader and Deputy Leader.

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

17.2 Re-employment following termination

Employees who have left the Council's employment on grounds of redundancy or early retirement will not normally be re-employed by the Council in the same capacity unless there is an exceptional business reason to do so. For all posts except Chief Officer posts, this will be determined by the Chief Executive, in consultation with the Head of People and Business Change. Where a former employee is re-employed at Chief Officer level, the appointment will be subject to the approval of full Council in accordance with the provisions of the Council's Constitution.

18. Confidentiality

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

19. Workforce Information

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

20. Partnership with Trades Unions

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

21. Publication

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

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

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

25. Policy Review

This Pay and Reward Policy outlines the current position in respect of pay and reward within the Council.

It will be reviewed and reported to Council on an annual basis to ensure it meets the principles of fairness, equality, accountability and value for money for the authority and its residents.

This Pay and Reward Policy is an update to the statement initially approved by Council in March 2012, and updated and approved by Council in subsequent years. This statement will come into immediate effect once fully endorsed by Council at its meeting in April 2018.

**Appendix A: NJC FOR LOCAL GOVERNMENT WORKERS SALARY RATES
– 1 APRIL 2017 (PLEASE NOTE: PAY AWARD FOR 2018 NOT YET DETERMINED)**

Spinal Column Point	Annual Salary £	Monthly Salary £	Weekly Salary £	Hourly Rate (37) £		
8	15246	1,270.50	292.39	7.9024		
9	15375	1,281.25	294.86	7.9692	Grade 1	
10	15613	1,301.08	299.43	8.0926	(210-253)	
11	15807	1,317.25	303.15	8.1932		
12	16123	1,343.58	309.21	8.3570		Grade 2
13	16491	1,374.25	316.26	8.5477		(254-297)
14	16781	1,398.42	321.83	8.6980		
15	17072	1,422.67	327.41	8.8488	Grade 3	
16	17419	1,451.58	334.06	9.0287	(298-341)	
17	17772	1,481.00	340.83	9.2117		
18	18070	1,505.83	346.55	9.3661		Grade 4
19	18746	1,562.17	359.51	9.7165		(342-397)
20	19430	1,619.17	372.63	10.0711		
21	20138	1,678.17	386.21	10.4380		
22	20661	1,721.75	396.24	10.7091	Grade 5	
23	21268	1,772.33	407.88	11.0237	(398-453)	
24	21962	1,830.17	421.19	11.3835		
25	22658	1,888.17	434.54	11.7442		
26	23398	1,949.83	448.73	12.1278		Grade 6
27	24174	2,014.50	463.61	12.5300		(454-509)
28	24964	2,080.33	478.76	12.9395		
29	25951	2,162.58	497.69	13.4511		
30	26822	2,235.17	514.39	13.9025	Grade 7	
31	27668	2,305.67	530.62	14.3410	(510-565)	
32	28485	2,373.75	546.29	14.7645		
33	29323	2,443.58	562.36	15.1988		
34	30153	2,512.75	578.28	15.6291		Grade 8
35	30785	2,565.42	590.40	15.9566		(566-621)
36	31601	2,633.42	606.04	16.3796		
37	32486	2,707.17	623.02	16.8383		
38	33437	2,786.42	641.26	17.3312	Grade 9	
39	34538	2,878.17	662.37	17.9019	(622-677)	
40	35444	2,953.67	679.75	18.3715		
41	36379	3,031.58	697.68	18.8561		
42	37306	3,108.83	715.46	19.3366		Grade 10

43	38237	3,186.42	733.31	19.8192		(678-743)
44	39177	3,264.75	751.34	20.3064		
45	40057	3,338.08	768.21	20.7625	Grade 11	
46	41025	3,418.75	786.78	21.2643	(744-809)	
47	41967	3,497.25	804.84	21.7526		
48	42899	3,574.92	822.72	22.2356		Grade 12
49	43821	3,651.75	840.40	22.7135		(810-875)
50	44914	3,742.83	861.36	23.2801		
51	46043	3,836.92	883.01	23.8652	Grade 13	
52	47196	3,933.00	905.13	24.4629	(876-941)	
53	48371	4,030.92	927.66	25.0719		
54	49580	4,131.67	950.85	25.6986		Grade 14
55	50816	4,234.67	974.55	26.3392		(942-1007)
56	52091	4,340.92	999.00	27.0001		
57	53394	4,449.50	1,023.99	27.6755	Grade 15	
58	54727	4,560.58	1,049.56	28.3664	(1008+)	
59	56090	4,674.17	1,075.70	29.0729		

Appendix B: CHIEF OFFICER SALARY RATES – 1 APRIL 2017

JOB TITLE	GRADE	SCALE	ANNUAL SALARY £
CHIEF EXECUTIVE	MD01	001	119,185
		002	125,240
		003	131,290
		004	137,345
STRATEGIC DIRECTORS	CD01	001	100,085
		002	103,790
		003	105,395
		004	109,025
HEADS OF SERVICE	HDS01	001	73,840
		002	75,690
		003	77,575
		004	79,515

Appendix C: SOULBURY SALARY RATES – 1 SEPTEMBER 2017

i) EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)

SPINE POINT	SALARY FROM 1.9.17	SPINE POINT	SALARY FROM 1.9.17
1	34,067	26	62,914
2	35,287	27	64,001
3	36,439	28	65,102
4	37,606	29	66,207

5	38,767	30	67,309
6	39,928	31	68,402
7	41,148	32	69,512
8	42,321*	33	70,623
9	43,689	34	71,761
10	44,908	35	72,895
11	46,112	36	74,062
12	47,277	37	75,210
13	48,597**	38	76,371
14	49,773	39	77,515
15	51,073	40	78,659
16	52,248	41	79,809
17	53,426	42	80,958
18	54,582	43	82,106
19	55,575	44	83,259
20	58,607***	45	84,410
21	59,744	46	85,562
22	60,672	47	86,719
23	61,851	48	87,865****
24	62,914	49	89,016****
25	64,001	50	90,168****

NOTES:

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

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

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

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

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

ii) EDUCATIONAL PSYCHOLOGISTS

EDUCATIONAL PSYCHOLOGISTS - SCALE A	
SPINE POINT	SALARY FROM 1.9.16
1	35,731
2	37,545
3	39,359
4	41,171
5	42,984
6	44,797
7	46,504
8	48,211
9	49,810*
10	51,411*
11	52,903*

NOTE:

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

ii) SENIOR EDUCATIONAL PSYCHOLOGISTS

SENIOR AND PRINCIPAL EDUCATIONAL PSYCHOLOGISTS (B) SALARY RANGE			
SPINE POINT	SALARY FROM 1.9.17	SPINE POINT	SALARY FROM 1.9.17
1	44,797	10	56,950
2	46,504	11	58,081
3	48,211	12	59,235
4	49,810	13	60,409
5	51,411	14	61,543
6	52,903	15	62,731
7	53,516	16	63,908
8	54,661	17	65,093
9	55,795	18	66,276

NOTES:

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

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

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

Appendix D: TEACHERS' SALARY RATES – 1 SEPTEMBER 2017

Set out below are teachers' pay scales from 1 September 2017 for England and Wales.

i) TEACHER PAY RANGES

QUALIFIED TEACHERS – pay rate from 1/9/17 – 31/8/18	ENGLAND & WALES	UNQUALIFIED TEACHERS – pay rate from 1/9/17 – 31/8/18	ENGLAND & WALES
MAIN RANGE	£ p.a.		£ p.a.
Minimum	22,917	Minimum	£16,626
Maximum	33,824	Maximum	£26,295
UPPER PAY RANGE	£ p.a.		
Minimum	35,927		
Maximum	38,633		

NOTE:

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

ii) ADDITIONAL ALLOWANCES / PAYMENTS

TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS	ANNUAL SALARY £		ANNUAL SALARY £	
TLR 3 BAND (fixed-term award only)	Minimum	529	Maximum	2,630

TLR 2 BAND	Minimum	2,667	Maximum	6,515
TLR 1 BAND	Minimum	7,699	Maximum	13,027
SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCES	ANNUAL SALARY			
	£			
SEN RANGE	Minimum	2,106	Maximum	4,158

iii) PAY SPINE FOR THE LEADERSHIP GROUP 1/9/2017 – 31/8/2018

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

LEADERSHIP PAY – 1/9/17 – 31/8/18	
	ENGLAND & WALES
MAIN RANGE	£ p.a.
Minimum	39,374
Maximum	109,366



Report

Cabinet

Part 1

Date: 18 April 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: April 2018

Meeting	Agenda Items	Lead Officer	Next Council?
18-Apr-18	Improvement Plan Quarter 3 Update	HP&BC	27 March 2018: City Deal
	Pay and Reward Statement 2018/19	HP&BC	
	Performance Monitoring: Improvement Plan and Wellbeing Objectives	HP&BC	24 April 2018: Local Wellbeing Plan Maesglas PSPO Pay and Reward Statement IRP Annual Report
	Draft Violence at Work Domestic Abuse and Sexual Violence (VAWDASV) Strategy	HCFS	
	Local Wellbeing Plan	HP&BC	
	Integrated Commissioning and Section 33 Agreement for Care Homes for Older People in Gwent Region	HA&CS	15 May 2018: AGM
Work Programme	DCM		
23-May-18	Risk Management Strategy	HP&BC	24 July 2018: City Centre PSPO Democratic Services Annual Reports Director of Social Services Annual Report Treasury Management Welsh Language Annual Report Strategic Equality Plan Annual Report
	Corporate Risk Register Update	HP&BC	
	Performance Management Strategy	HP&BC	
	Work Programme	DCM	
14-Jun-18	Improvement Plan Quarter 4 Update	HP&BC	11 Sept 2018: Scrutiny Annual Report Standards Committee Annual Report Improvement Plan 2016-18 Review
	Early Year End PI Analysis	HP&BC	
	Welsh Language Annual Report	HP&BC	
	Strategic Equality Plan Annual Report	HP&BC	
	Capital Outturn	HoF	
	Revenue Outturn	HoF	
18-Jul-18	Work Programme	DCM	
	Director of Social Services Annual Report	SD - People	27 Nov 2018: Treasury Management
	Budget Consultation and Engagement Process	HP&BC	
	WAO Action Plan	HP&BC	
	Revenue Budget Monitor	HoF	
	Medium Term Financial Plan	HoF	
	Risk Update	HP&BC	
Work Programme	DCM		
19-Sep-18	WAO Annual Improvement Report	HP&BC	27 Nov 2018: Treasury Management
	WAO Certificate of Compliance 1	HP&BC	
	WAO Regulatory Fees	HP&BC	
	Treasury Management	HoF	
	Work Programme	DCM	
17-Oct-18	Final Year End Analysis of Pis (All Wales Data)	HP&BC	
	Risk Update	HP&BC	
	Work Programme	DCM	
14-Nov-18	Education and Pupil Performance Data	CEdO	
	WAO Action Plan Update	HP&BC	
	Revenue Budget Monitor	HoF	
	Capital Budget Monitor	HoF	
	Work Programme	DCM	

NEWPORT CITY COUNCIL: CABINET / COUNCIL WORK PROGRAMME

12-Dec-18	Revenue Budget and MTFP: Draft Proposals	HoF	29 Jan 2019: Mayoral Nomination 2019-20 Council Schedule of Meetings Treasury Management Council Tax Reduction Scheme
	WAO Certificate of Compliance 2	HP&BC	
	Work Programme	DCM	
16-Jan-19	Revenue Budget Monitor	HoF	
	Capital Budget Monitor	HoF	
	Verified Key Stage 4 and 5 Pupil Outcomes	CEdO	
	Mid-Year Analysis of Pis	HP&BC	
	Risk Update	HP&BC	
Work Programme	DCM		
13-Feb-19	Revenue Budget and MTFP: Final Proposals	HoF	26 Feb 2019: Budget and Medium Term Financial Plan
	Work Programme	DCM	
13-Mar-19	Pay and Reward Statement 2019/20	HP&BC	30 April 2019: IRP Annual Report NNDR Rate Relief Pay and Reward Policy
	WAO Action Plan Update	HP&BC	
	EAS Business Plan	CEdO	
	Categorisation of Schools	CEdO	
	Work Programme	DCM	
17-Apr-19	Risk Update	HP&BC	14 May 2019: AGM
	Work Programme	DCM	
22-May-19	Items TBC		Future Dates TBC
	Work Programme	DCM	