

Agenda



Cabinet

Date: Wednesday, 23 May 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 - 12)	
5	<u>School Reorganisation Proposal - Glan Llyn</u> (Pages 13 - 84)	Llanwern
6	<u>Performance Management Strategy</u> (Pages 85 - 118)	All Wards
7	<u>Risk Management Strategy</u> (Pages 119 - 138)	All Wards
8	<u>Corporate Risk Register Update</u> (Pages 139 - 188)	All Wards
9	<u>Revenue Budget Outturn 2017-18</u> (Pages 189 - 210)	All Wards
10	<u>Work Programme</u> (Pages 211 - 216)	All Wards

Contact: Eleanor Mulligan, Democracy and Communication Manager

Tel: 01633 656656

E-mail: democratic.services@newport.gov.uk

Date of Issue: Wednesday, 16 May 2018

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Agenda

Cabinet

Dyddiad: Dydd Mercher, 23 Mai 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>Cynnig Ad-drefnu Ysgolion - Sefydlu ysgol gynradd newydd ar ddatblygiad Glan Llyn - Penderfyniad Terfynol</u>	Llanwern Ward
6	<u>Strategaeth rheoli perfformiad</u>	Pob Ward
7	<u>Strategaeth rheoli risg</u>	Pob Ward
8	<u>Diweddariad y gofrestr risgiau corfforaethol</u>	Pob Ward
9	<u>Alltro cyllideb referniw</u>	Pob Ward
10	<u>Rhaglan Waith</u>	Pob Ward

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Minutes



Cabinet

Date: 18 April 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), M Rushworth (Head of Finance), C Humphrey (Head of Adult and Community Services), T McKim (Partnership Policy and Involvement Manager), E Mulligan (Democracy and Communication Manager).

P Diamond (Theme Lead – Gwent Health and Social Care Transformation Team).

1 **Declarations of Interest**

There were no declarations of interest.

2 **Minutes of the Last Meeting**

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

3 **Local Wellbeing Plan**

The Leader presented the report, asking Cabinet to recommend the draft Local Wellbeing Plan to Council for adoption.

Cabinet had previously received reports on the Well-being of Future Generations Act, which required the Council to take account of the long term, take a partnership approach, and involve people. The Act also established the Public Services Board (PSB) chaired by the Leader of the Council. The PSB was responsible for an assessment of local well-being and a Local Well-being plan.

The Local Well-being Assessment for Newport was published in May 2017. A Local Well-being Plan, setting out objectives and the steps the PSB would take to meet them, had to be published by May 2018.

The draft plan under consideration was developed by the partnership based on the outcomes in the Well-being Assessment and community profiles. The report outlined 13 priorities that came out of a series of workshops and were agreed by the PSB:

- 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. This was the link between the Local Well-being Assessment and the Local Well-being Plan. The response analysis informed the selection of local objectives and assessed how local services (in a collective sense) were, and could be, addressing them.

Working with 30+ organisations, five cross cutting interventions were identified which spanned the emerging priorities, and maximised the contribution to the well-being goals.

These were:

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

The consultation responses including the advice of the Future Generations Commissioner were outlined in the report. These were considered by the PSB and the Plan had been amended accordingly.

The next stage was for the statutory organisations to adopt the Plan prior to this being finalised at the May PSB. Members were informed that, to date, South Wales Fire and Rescue had formally agreed and the other organization would be considering this shortly.

Cabinet Members commented positively upon the draft plan, particularly noting the huge amount of work that had gone into the preparation and consultation of the document. Members praised the robust evidence base, including the excellent ward profiles underpinning the data, and commended the officers involved for a thorough piece of work produced within a very challenging timetable. Members also noted the positive comments from the scrutiny committee on the draft plan.

Decision:

To recommend the Local Wellbeing Plan for Newport for approval by Council.

4 Social Services and Wellbeing Act: Regional Area Plan

The Cabinet Member for Social Services presented the report, asking the Cabinet to approve the regional area plan for adoption in principle by the Council.

Cabinet had previously received reports on the Social Services and Well-being Act, which established Regional Partnership Boards across Wales that were responsible for population needs assessments (PNAs) and regional Area Plans.

The regional population needs assessment was published on 1 April 2017, and the Regional Partnership Board also had to set out an Area Plan, to be published by April 2018, translating the findings of the PNA into actions.

There were a number of challenges facing health and social care such as

- An ageing population and challenges for service provision and increases in the number of people living with long term conditions.
- Recruitment and retention of workforce across health and social care
- 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 Area Plan set out how the Health Board, Local Authorities and partners would work together to mitigate the challenges facing health and social care and also deliver statutory responsibilities under the Social Services and Well-being Act such as

- integration of health and social care and the actions partners will take in relation to the priority areas
- details of pooled funds and budgets e.g. Care Homes;
- alternative delivery models such as social enterprises;
- preventative services that will be provided or arranged;
- actions being taken in relation to the provision of information, advice and assistance services;

The Area Plan would share similar principles of working as the Local Well-being plan required under the Well-being of Future Generations Act, and local officers were working together to jointly plan the processes and avoid duplication.

The Area Plan had been widely consulted including the Newport Citizens panel and recent 'Families Love Newport' event. Their comments had been included in the Area Plan.

In discussing the report, Cabinet Members commented upon the excellent partnership working already happening in the Newport area, including innovative projects on workforce development and training.

Decision:

To adopt the Area Plan in principle.

5 Draft Violence at Work Domestic Abuse and Sexual Violence (VAWDASV) Strategy

The Cabinet Member for Social Services presented the report, asking the Cabinet to approve the Gwent Regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2017-2022.

The enactment of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) 2015 (VAWDASV) required 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 sat alongside the Well-Being of Future Generations (Wales) Act 2015 which required public bodies to think about what actions and activities were required to improve the well-being of current and future generations. The report noted that

collaboration, preventative activity, the involvement of individuals, and long-term incremental improvements in the services delivered were 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 had required a Partnership Board to be established and it was on behalf of the Partnership Board that the first regional joint strategy was being published. The strategy focus was to tackle VAWDASV by supporting victims and survivors, tackling perpetrators, ensuring professionals had 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 was always wrong.

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

It was clarified that, although the focus of the legislation was on violence towards women, the local delivery of this would address all forms of domestic abuse and sexual violence.

Commenting on the report, the Leader noted the importance of this legislation, which was part of the legacy of the late Carl Sargent AM. The Leader also raised concerns over the ongoing funding for this work, with the Welsh Government grant due to run out this year.

Members suggested that there could be training provided for councillors on this issue, and that it could be considered by the Council's Strategic Equalities Group.

Decision:

To approve the Gwent Regional Violence against Women, Domestic Abuse and Sexual Violence Strategy 2017-2022.

6 Integrated Commissioning and Section 33 Agreement for Care Homes for Older People in Gwent Region

The Cabinet Member for Social Services presented the report, asking the Cabinet to support arrangements for integrated commissioning for care homes for older people in the Gwent region.

These arrangements formed part of the authority's statutory obligations under the Social Services and Wellbeing Act. Part 9 of the Act detailed the duties and expectations around partnership working. It was noted that this was statutory guidance rather than a Code of Practice, reflecting that it related 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.

The Project Team which had 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 excluded 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, stated that Regional Partnership Boards would be expected to develop written agreements concerning any formal partnership arrangements which involve a delegation of functions.

Regulations allowed 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 was the 'Pooled Fund' and money from this fund could 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 suggested that the partnership agreement may cover all care home functions, Welsh Government expected this to include care homes for older people (over 65) initially.

The Act envisaged that this would be a single fund which would remove 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, would not share financial risk nor introduce any potential cross-subsidy between the partners.

It was clarified that this was an in principle agreement, and further decisions would need to come back to Cabinet as implementation progressed.

Cabinet noted that funding provided by Newport would only be used to fund Newport residents. Cabinet also noted the positive progress on this since the scrutiny committee's review of care provision before the last election, and the leading role played by Newport's officers in the development of these arrangements.

Decision:

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.

7 Improvement Plan Quarter 3 Update

The Leader introduced the latest update on the Improvement Plan, showing the position at quarter 3. The overall rating for quarter 3 was Green – Good.

One objective was rated Amber – acceptable – meaning that some actions and measures had deviated from plan and some are falling short of planned targets. This was objective 8: improving outcomes for youth justice. The Leader highlighted that the reasons for this variance were discussed in full at Cabinet’s January meeting, with a significant spike in entrants to the youth justice system caused by recent police operations in the city. Although this was a positive in terms of policing and community safety, it had caused a unique increase for the region, and although this was being managed, Members recognised the additional pressure this had caused for the service.

Cabinet noted the comments from the scrutiny committees on this report, including the highlighted need for city deal scrutiny, and the request for further information on ‘managed moves’ in relation to educational outcomes.

Decision:

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.

8 Performance Monitoring: Improvement Plan and Wellbeing Objectives

The Leader presented the report, asking Cabinet to agree a joined-up approach to monitoring performance.

Cabinet had previously agreed both the Council’s Improvement Objectives (part of the Improvement Plan) and a Well-being Statement and Well-being Objectives (part of the Corporate Plan).

In the past, progress against the improvement objectives had been reported on an annual basis. There was now also a requirement to report progress annually against the well-being objectives.

Advice from the Welsh Local Government Association (WLGA) following consultation with the Wales Audit Office (WAO) and Future Generations Commissioner’s office was that councils could meet their duties under the Local Government Measure 2009 and the Well-being of Future Generations act 2015 by integrating the performance requirements for both sets of objectives into one annual report and one monitoring process.

The report proposed that the improvement (plan) objectives be fully absorbed into the well-being objectives. This would mean that monitoring of the well-being objectives and the steps taken to meet these objectives would also address the need to monitor the improvement plan objectives.

This integrated approach allowed for one reporting mechanism to fulfil many requirements – collecting information once and using many times. It would ensure appropriate accountability of progress against performance objectives while reducing duplication in reporting. This would reduce the reporting burden on service areas and allow senior managers to monitor progress more easily through a more streamlined process. Reports to Cabinet and Scrutiny

would include the relevant links between the legislative and reporting requirements and provide a more robust process.

In order for this integration to be successful, service plans would have to contain activities which contributed to the delivery of the well-being objectives and corporate plan priorities. In addition, service areas would have to apply the sustainable development principle's five ways of working (long term, prevention, collaboration, integration and involvement) to planning activities so that the council could demonstrate how this has become embedded in our day to day work.

In commenting upon the report, Cabinet Members agreed that this was a sensible and practical approach.

Decision:

To agree a joined up approach to monitoring performance and confirm performance measures to monitor progress for 2018/19, as outlined in the report.

9 Pay and Reward Statement 2018/19

The Leader presented the report, outlining the annual statement that is updated every April and must be agreed by Council.

The content remained mostly the same as last year, with one main addition for 2018/19: reporting on the Council's gender pay gap. This was reported in the Pay and Reward Policy, would be reported in the annual Strategic Equality Duty report, and had been published on the gov.uk website. There was no requirement for Welsh local authorities to publish on the gov.uk website but was submitted in the interests of openness and transparency.

From running and verifying the data, it was confirmed that the Council's gender pay gap as at 31st March 2017 was 1.2%, which was some way below the national average of 18.4%

It was noted that the pay and grading exercise in 2015 had contributed to this outcome, as has the increasing number of women in managerial roles across the Council. The Council currently had more female service managers reporting directly to Heads of Service than male, and the flexible working policies in place encouraged greater take up of women progressing to senior roles and balancing commitments outside of work.

The remainder of the policy remained unchanged, however some comparative data was included in the report to show the changes to pay relativity ratios year on year. This showed a consistent narrowing of the gap between our highest and lowest paid employees.

Cabinet Members paid tribute to all those involved in the pay and grading exercise, and were pleased to note the positive direction of travel on the gender pay gap and pay ratios.

Decision:

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.

10 Work Programme

The Leader presented the Cabinet Work Programme.

Decision:

To agree the updated work programme.

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Report

Cabinet

Part 1

Date: 23 May 2018

Item No: 5

Subject **School Reorganisation Proposal – Establishment of a new primary school on the Glan Llyn development - Final Decision**

Purpose To seek final determination on the school reorganisation proposal “to establish a new primary school on the Glan Llyn development for pupils aged 3-11 years”.

Author Education Service Development Manager

Ward Llanwern

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

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

The formal consultation document was prepared outlining a proposed implementation date of September 2018. However the consultation report recommended modifying the implementation date to September 2019, and the statutory proposal was published outlining the revised date. The preferred implementation date therefore is September 2019.

Proposal **To approve the school reorganisation proposal “to establish a new primary school on the Glan Llyn development for pupils aged 3-11 years with effect from September 2019”**

Action by Chief Education Officer

Timetable Immediate

This report was prepared after consultation with:

- Strategic Director - People
- Education Senior Management Team
- Senior HR Business Partner
- Senior Finance Business Partner
- Schools Resources Manager

Signed

Background

The school reorganisation proposal has been taken forward to establish a new primary school on the Glan Llyn development. This included a period of formal consultation carried out between 2nd October 2017 and 12th November 2017 following which a consultation report, containing a summary of the issues raised by consultees and the Council's response, was prepared and published on the Newport City Council website.

The Council subsequently published a statutory proposal between 28th February 2018 and 28th March 2018 to establish a new English-medium community-maintained primary school on the Glan Llyn development for boys and girls aged between 3 years and 11 years, under a growing school model, with effect from September 2019.

The decisions to launch formal consultation and publish the statutory proposal were both approved by the Cabinet Member for Education and Skills via the Council's agreed democratic processes and procedures. The statutory proposal was published with a modified implementation date from that included in the original consultation document following consideration of the recommendations made within the consultation report. This deferred opening date would enable a longer timeframe for the effective establishment of the new school in terms of the appointment of staff and the procurement of resources.

The statutory proposal was published on the Newport City Council website and copies were displayed in the local area served by the school, including at the two sales offices on the Glan Llyn development. Details confirming publication of the notice were also shared with all stakeholders as outlined in the statutory School Organisation Code, and the occupied dwellings on the Glan Llyn development.

A series of objections were received during the statutory proposal stage, and as a result the final determination must be referred to Cabinet for a decision, in their capacity to act as the Local Determination Panel.

Objections

15 objections were lodged during the statutory notice stage, 13 of which were from residents of the development outlining concerns over the delayed implementation. The remaining two objections were from stakeholders within the Welsh-medium education sector who raised concerns regarding the proposed language provision. The detailed reasons for the objections, along with the Council's responses to the points made, are outlined in the Objection Report which has been drafted and accompanies this report. In summary however, the objections were made on the grounds of the potential delayed implementation and the preferred language provision of the new school.

Response from the Chief Education Officer

Delayed implementation

In terms of the delayed implementation, the points that were raised referred to:

- The failure to include the potential delay as an option in the original consultation;
- The advanced stage of the build programme;
- The potential effect on pupils;
- The distance and journey times associated with travel to alternative schools;
- The need for special considerations to be afforded for affected pupils in relation to the Council's School Admissions and Home to School Transport policies.

It is correct that a delayed implementation was not included as an option within the formal consultation document, as the initial intention was to establish the school from September 2018. However following the end of the formal consultation period, consideration of the latest pupil projection estimates available at that time indicated that there was a sufficiency of places within the local area to support a deferred implementation date. The recent experiences of the Council in opening a new school supports the need for, where possible, a longer timeframe for the effective establishment of the school in terms of the appointment of staff and the procurement of resources. The latest information from the developer has confirmed that the building will be handed over to the Council at the end of August 2018.

The Council has an agreed set of policies including those which support admissions to school and eligibility for home to school transport. There is no discretion for individual applications to be considered outside of the agreed policy framework.

Language provision

In terms of language provision, the objections referred to:

- The way in which the pre-consultation exercise was carried out;
- The information contained within the consultation document, and;
- The failure to promote access to Welsh-medium education.

The pre-consultation survey was not the only evidence used to determine the language medium of the proposed new school. Alongside this direct stakeholder feedback, one Welsh-medium primary school is geographically close to the Glan Llyn development and at the time of consultation there were vacancies in all year groups from Reception to Year Six across the Welsh-medium primary school estate. Whilst spaces also exist in English-medium schools in the vicinity, the percentage of surplus places is lower in the English-medium estate as a whole. As a result, a decision was taken to evidence the English-medium schools in the locality.

In terms of longer term objectives, Newport City Council's own Welsh Language Strategy 2017-2022 commits to increasing the percentage of pupils in Welsh-medium education from 4% to 5% over the next four years. Given that the proposed school will be English medium, rather than Welsh, this development will not make a meaningful contribution to achieving the target set by either Welsh Government or the Local Authority in this instance. Whilst the proposed designation of this new primary school as an English-medium provision means that the authority will not be making a positive contribution to meeting the Welsh Government target at this time, the Council is committed through the Welsh in Education Strategic Plan to scope the need for Welsh-medium provision in relation to all future new school builds. All future scoping exercises will be extended to beyond the immediate area of the developments.

Financial Summary

Under the Council's planning agreement, the new school is being provided by the developer. The council is however responsible for all fixtures, fittings and equipment (FF&E) required to support the opening of the new school. These estimated costs will be funded via the council's Capital Programme. The Council will also be responsible for all costs associated with securing the building in the period between handover and the opening of the school.

The funding required for the operation of the school will be provided through the Council's overall schools budget. The profiled budget requirements have been included within the Council's medium term financial plan (MTFP) for consideration within the current budget round. Once established, the school will require appropriate funding from within the overall schools budget, whether or not the proposal for growth within the current MTFP is accepted.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Failure to finally determine the proposal	L	L	This risk has been mitigated by carrying out a full consultation process in accordance with the statutory School Organisation Code and through the publication of a statutory notice. This generated 15 objections which are referred to in this report and detailed in full within the Objection Report.	Chief Education Officer

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Wellbeing of Future Generations (Wales) Act 2015

Council Improvement Plan

Education Service Plan

Options Available

Option 1: to determine to implement the proposal to establish a new primary school on the Glan Llyn development for pupils aged 3-11 years with effect from September 2019 as per the previously published statutory notice.

Option 2: to determine to implement the proposal to establish a new primary school on the Glan Llyn development for pupils aged 3-11 years with effect from September 2018 as per the original consultation.

Preferred Option and Why

The preferred option is Option 1. The consultation report made reference to the latest pupil projection estimates which indicated that in January 2019 there would be a surplus of approximately 105 places across the English-medium, Welsh-medium and Voluntary Aided schools in the denoted local cluster areas after taking account of the predicted yield from the new housing development.

This deferred opening date will enable a suitable timeframe for the effective establishment of the new school in terms of the appointment of staff and the procurement of resources. The latest information from the developer has confirmed that the building will be handed over to the Council at the end of August 2018 which will not provide the Council with sufficient time to enable the necessary FF&E works to be facilitated before the start of the academic year. This work will now be planned for the autumn term 2018. The Council will be responsible for all costs associated with securing the building in the period between handover and the opening of the school.

This option was subject to a statutory proposal, although to note 15 objections were received as outlined within this report.

Comments of Chief Financial Officer

Opening the primary School in September 2019 is estimated to cost £119,000 for the 7 month period ending 31 March 2019 including costs associated with securing the building in the period between handover and the opening of the school. These estimated costs in 2018-19 have been included within the Council's MTRP.

Comments of Monitoring Officer

The proposed action is in accordance with the statutory school reorganisation procedures set out in the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code. The proposal to establish a new primary school at Glan Llyn is a regulated alteration and, therefore, had to be the subject of formal statutory consultation under the Code. In accordance with the statutory procedures, a detailed consultation document was prepared setting out the reasons for the proposals, and meaningful consultation was carried out with key stakeholders, including children and young people, who were likely to be affected by the changes. Only one objection was received, based upon a perceived detrimental financial impact on other schools in Newport. However, the formal response from Estyn concluded that the proposals would maintain educational provision in the area. Therefore, the Cabinet Member decided to proceed with the necessary statutory notices. The proposal has been published by way of formal statutory notice, on the Council's website and by public notices, and a period of 28 days (including, at least, 15 school days) has been allowed for statutory objections. Because 15 objections have been received during the statutory proposal stage, the final decision cannot be made by the Cabinet and the final determination must be referred to full Cabinet, acting as the Local Determination Panel. The objections relate to the delayed implementation date and Welsh language provision, and the Chief Education Officer's responses to those objections are set out in the Report. Cabinet are now required to consider the objections and the responses and decide whether to proceed with the new primary school, having regard to the educational impact of the proposals, with a deferred opening date of September 2019.

Comments of Head of People and Business Change

The options set out in this report relate to the proposed revised implementation timescale, following the consultation period. The new school would provide the projected capacity for school places following the housing development within the locality and would reduce school travel distance and provide modern teaching facilities following the Council's principle of providing the 'right school in the right place'.

Local issues

Comment from Cllr Martyn Kellaway, Ward Member for Llanwern

The school should open as promised and planned for in September 2108. Projection of pupil numbers are simply that and numbers of pupils often increase as admission time approaches. Residents, mums dads and grandparents have invested time money and their children's future in Newport and the development only now to be let down if the cabinet choose to ignore the views of those who have responded to the consultation.

The proposal does not support wellbeing as it forces children to attend school some distance from their home therefore increasing travelling time and not meeting the needs of the children, the right school is Glan Llyn the right place is Glan Llyn. Finally there is no evidence in the report that the decision will improve *educational outcomes and "To build cohesive and sustainable communities" in fact quite the opposite.*

Response from Mrs Sarah Morgan, Chief Education Officer

It is correct that the delayed implementation was not included as an option within the formal consultation document, although the potential for a delay was included as a project risk. As has been outlined, the latest pupil projection estimates indicate that there is a sufficiency of places within the local area to support a deferred implementation date, and there is no further evidence that is contrary to this.

The latest information from the developer has confirmed that the building will be handed over to the Council at the end of August 2018. This simply does not provide the Council with sufficient time to enable the necessary furniture, fixtures and equipment works (FF&E) to be facilitated before the start of the academic year. This work will now be planned for the autumn term 2018. The Council will be responsible for all costs associated with securing the building in the period between handover and the opening of the school. The proposal has not changed in terms of a school being established on the site, it is simply now recommended that the opening is deferred for one academic year until September 2019.

Scrutiny Committees

None

Equalities Impact Assessment

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

Children and Families (Wales) Measure

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

Wellbeing of Future Generations (Wales) Act 2015

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

- Long term: the importance of balancing short- term needs with the need to safeguard the ability to also meet long – term needs **by ensuring the long-term sufficiency of school places in an area of potential high parental demand whilst also delivering against the Council's section 106 legal agreement. Against this however the latest pupil projection estimates indicate a surplus of approximately 105 places across the English-medium, Welsh-medium and Voluntary Aided schools in the denoted Lliswerry and Llanwern clusters as at January 2019 after taking account of the predicted yield from these new housing developments. It would appear therefore that pupils living on the Glan Llyn development can be accommodated in other schools in the local area for the 2018/19 academic year and therefore it is reasonable to defer the establishment of the new primary school until September 2019.**
- Prevention: How acting to prevent problems occurring or getting worse may help us meet our objectives **increasing the number of primary school places available supports the Council's vision for "the right school in the right place" and the philosophy of "local schools for local children".**
- Integration: Consider how the proposals will impact on our wellbeing objectives, our wellbeing goals, other objectives or those of other public bodies **in accordance with the School Organisation Code, a formal consultation was carried out with key stakeholders and a statutory proposal was then published providing the opportunity for stakeholders to submit any objections. This proposal supports the "A prosperous Wales", "A resilient Wales" and "A more equal Wales" Well-being Goals and has no adverse effect on any of the other Well-being Goals. In addition this proposal supports the Newport City Council Well-being Objective "To improve skills, educational outcomes and employment opportunities" and "To build cohesive and sustainable communities".**
- Collaboration: have you considered how acting in collaboration with any other person or any other part of our organisation could help meet our wellbeing objectives **a formal consultation has already been carried out and included targeted stakeholder engagement. The previously prepared FEIA has been updated to consider the impact of the proposal. In addition the school is being provided by the developer as part of the Council's planning agreement.**
- Involvement: The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the City we serve **a formal statutory consultation has already been carried out and included targeted stakeholder engagement. The previously prepared FEIA has been updated to consider the impact of the proposal.**

In summary this proposal supports wellbeing by increasing the availability of primary school places across the City. The "right school in the right place" and "local schools for local children" also assists in meeting the needs of children who would otherwise be forced to attend schools some distance away from their home addresses and therefore reduces travel times and costs.

Crime and Disorder Act 1998

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

Consultation

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

Background Papers

Formal Consultation Document

Consultation Report

Statutory Proposal (Notice)

Objection Report

Statutory Objections (15)

Dated: May 2018

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: Deborah Weston **Role:** Service Development Manager

Head of Service: Sarah Morgan **Date:** 24/04/2018

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

Yes / No

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 purpose of this proposal is to provide a new primary school to serve the Glan Llyn development as per the section 106 planning agreement.

This FEIA supports the request for Cabinet to finally determine the school reorganisation proposal to establish a new two-form entry primary school on the Glan Llyn development for children aged between 3-11 years.

As part of the Section 106 agreement with the Council, the developer is required to provide this new school to primarily serve the families living on the development. The original intention was that the new school would be established with effect from September 2018. The Council's view has now changed however and it is now proposed that the implementation date is modified to September 2019. This deferred opening date enables a longer timeframe for the effective establishment of the new school in terms of the appointment of staff and the procurement of resources.

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

This proposal was subject to formal consultation with a range of stakeholders as defined in the Welsh Government statutory School Organisation Code. The feedback received during the formal consultation has been outlined in the Consultation Report which has been published on the Newport City Council website.

A statutory proposal was subsequently published for a period of 28 days, and this offered the opportunity for formal objections to be lodged. 15 objections were lodged during this time. The detailed reasons for the objections, along with the Council's responses to the points made, are outlined in the Objection Report which has been drafted and accompanies the decision report. The Objection Report will be made available on the Council website.

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

The proposal has been carried out in accordance with the School Standards and Organisation (Wales) Act 2013, and the statutory School Organisation Code 2013 and included consultation with a range of stakeholders. The results of this consultation process are outlined in the Consultation Report which has been prepared and published on the Newport City Council website.

The Council published a statutory proposal between 28th February 2018 and 28th March 2018 to establish a new English-medium community-maintained primary school on the Glan Llyn development for boys and girls aged between 3 years and 11 years, under a growing school model, with effect from September 2019. The statutory proposal was published with a modified implementation date from that included in the original consultation document following consideration of the recommendations made within the consultation report. This deferred opening date would enable a longer timeframe for the effective establishment of the new school in terms of the appointment of staff and the procurement of resources.

The statutory proposal was published on the Newport City Council website and copies were displayed in the local area served by the school, including at the two sales offices on the Glan Llyn development. Details confirming publication of the notice were also shared with all stakeholders as outlined in the statutory School Organisation Code, and the occupied dwellings on the Glan Llyn development.

A series of objections were received during the statutory proposal stage, and as a result the final determination must be referred to Cabinet for a decision, in their capacity to act as the Local Determination Panel.

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 type="checkbox"/>	<input type="checkbox"/>	The provision of additional primary school places will support parental choice and the provision of local schools for local children. This should not have any significant detrimental impact on other schools across the City and the expected impact is to provide seamless learning for primary aged pupils. All staff eventually employed at the school will be treated equitably regardless of their status within this protected characteristic.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The provision of additional primary school places will support parental choice and the provision of local schools for local children. This should not have any significant detrimental impact on other schools across the City and the expected impact is to provide seamless learning for primary aged pupils. All staff eventually employed at the school will be treated equitably regardless of their status within this protected

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	
				characteristic.
Gender reassignment/transgender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>If this proposal is approved, there will eventually be pupils, parents / carers and staff associated with the school.</p> <p>If any of these stakeholders fall into this protected characteristic, their needs will be considered in line with the relevant policies as adopted by the governing body of the school.</p>
Marriage or civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>If this proposal is approved, there will eventually be staff employed to work at the school. All staff will be treated equitably regardless of their status within this protected characteristic.</p>
Pregnancy or maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>If this proposal is approved, there will eventually be staff employed to work at the school. All staff will be treated equitably regardless of their status within this protected characteristic.</p>
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The provision of additional primary school places will support parental choice and the provision of local schools for local children. This should not have any significant detrimental impact on other schools across the City and the expected impact is to provide seamless learning for primary aged pupils.</p> <p>All pupils attending the schools and staff eventually employed at the school will be treated equitably regardless of their status within this protected characteristic.</p>
Religion or Belief or non-belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>There are currently eight faith based primary schools across the Newport school estate and the oversubscription criteria to support admission to these schools gives priority to pupils seeking faith based education.</p> <p>The Council works closely with the two representative diocesan bodies in the planning of faith based school places and this arrangement will continue when considering the provision to be offered in any new school in the future.</p>
Sex/ Gender Identity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The provision of additional primary school places will support parental choice and the provision of local schools for local children.</p> <p>This should not have any significant detrimental impact on other schools across the City and the expected impact is to provide seamless learning for primary aged pupils.</p> <p>If this proposal is approved, there will eventually be parents / carers and staff associated with the school and all will be treated equitably regardless of their status under this protected</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	
				characteristic.
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	If this proposal is approved, there will eventually be staff employed to work at the school. All staff will be treated equitably regardless of their status within this protected characteristic.
Welsh Language	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Welsh Government has publicly set out in a number of policy documents the ambition for an increased number of students studying through the medium of Welsh. The Welsh-Medium Education Strategy (WMES) target aims to have 30% of 7 year olds across Wales to be taught through the medium of Welsh by 2020. As of 2015 this figure stood at 25%.</p> <p>Welsh Government has also stated in the ‘<i>Cymraeg 2050: A Million Welsh Speakers</i>’ strategy that “welsh medium immersion education is the principal method for ensuring that children can develop their Welsh language skills, and for creating new speakers”.</p> <p>Newport City Council’s own Welsh Language Strategy 2017-2022 commits to increasing the percentage of pupils in Welsh-medium education from 4% to 5% over the next four years.</p> <p>Given that the proposed school will be English medium, rather than Welsh, this development will not make a meaningful contribution to achieving the target set by either Welsh Government or the Local Authority in this instance.</p> <p>The Local Authority feels this is justified partly through the pre-consultation responses that were received. Whilst the informal pre-consultation survey was carried out which enabled the Council to gather the views of the existing Glan Llyn residents, this was not the only evidence used to determine the language medium of the proposed new school. Alongside this direct stakeholder feedback, one Welsh-medium primary school - Ysgol Gymraeg Casnewydd - is just over 2 miles from the proposed new school and at the time of consultation there were vacancies in all year groups from Reception to Year Six across the Welsh-medium primary school estate.</p> <p>Whilst spaces also exist in English-medium schools in the vicinity, the percentage of surplus places is lower in the English-medium estate as a whole. This is evidenced by the fact that there are currently 13% of surplus places available in Ysgol Gymraeg Casnewydd compared to 9% across the English-medium estate in primary schools across the east of the city. As a result, a decision was taken to evidence the English-medium schools in the locality.</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	
				Whilst the proposed designation of this new primary school as an English-medium provision means that the authority will not be making a positive contribution to meeting the Welsh Government target at this time, the Council is committed to scoping the need for Welsh-medium provision in relation to all future new school builds.

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>Yes by ensuring the long-term sufficiency of school places in an area of potential high parental demand whilst also delivering against the Council's section 106 legal agreement. Against this however the latest pupil projection estimates indicate a surplus of approximately 105 places across the English-medium, Welsh-medium and Voluntary Aided schools in the denoted Lliswerry and Llanwern clusters as at January 2019 after taking account of the predicted yield from these new housing developments. It would appear therefore that pupils living on the Glan Llyn development can be accommodated in other schools in the local area for the 2018/19 academic year. This supports a more cost effective approach as the spaces that exist in schools currently would be filled before the creation of a new school. It would seem reasonable therefore to consider deferring the establishment of the new primary school until September 2019.</i></p>
 <p>Collaboration</p> <p>Working together to deliver objectives</p>	<p><i>A formal statutory consultation has already been carried out and included targeted stakeholder engagement. The previously prepared FEIA has been updated to consider the impact of the proposal. In addition the school is being provided by the developer as part of the Council's planning agreement.</i></p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p><i>A formal statutory consultation has already been carried out and included targeted stakeholder engagement. The previously prepared FEIA has been updated to consider the impact of the proposal.</i></p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p><i>Increasing the number of primary school places available supports the Council's vision for "the right school in the right place" and the philosophy of "local schools for local children".</i></p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p><i>In accordance with the School Organisation Code, a formal consultation was carried out with key stakeholders and a statutory proposal was then published providing the opportunity for stakeholders to submit any objections. This proposal supports the "A prosperous Wales", "A resilient Wales" and "A more equal Wales" Well-being Goals and has no adverse effect on any of the other Well-being Goals. In addition this proposal supports the Newport City Council Well-being Objective "To improve skills, educational outcomes and employment opportunities" and "To build cohesive and sustainable communities".</i></p>

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

The proposed change will primarily impact on the Llanwern area of the City, However applications for admission to the school can be made in respect of children living across the whole of the City. The Council aspires to provide local schools for local children and a single education journey for children during their time in Foundation Phase and Key Stage 2.

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

The provision of additional primary school places in an area of high demand will support the School Admissions Policy within which all applicants are treated fairly and equitably. There will be an improved equality of access to school places and a seamless learning pathway for children aged 3 – 11.

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

Whilst the proposed designation of this new primary school as an English-medium provision means that the authority will not be making a positive contribution to meeting the Welsh Government target at this time, the Council is committed to scoping the need for Welsh-medium provision in relation to all future new school builds.

The Council also works closely with the two representative diocesan bodies in the planning of faith based school places and this arrangement will continue when considering the provision to be offered in any new school in the future.

9 Monitoring, evaluating and reviewing

The original intention was that the new school would be established with effect from September 2018. The Council's view has now changed however and the proposal was taken forward on the basis of implementation with effect from September 2019.

The impact of the proposal will be evaluated following full implementation. This FEIA has been reviewed and updated at stages throughout the proposal.

10 Involvement

Stakeholders were advised of the publication of the statutory notice and details of the determination will be shared as appropriate.

11 Summary of Impact (for inclusion in any report)

Equality Act 2010 AND Welsh Language

The proposed new school will primarily serve children and families living on the Glan Llyn development, providing a local primary school and building positive relationships in and around the school environment. Places at the school will be allocated in accordance with the School Admissions Policy which supports a fair and equitable system for the allocation of school places.

In terms of language provision, an informal pre-consultation survey was carried out which enabled the Council to gather the views of the existing Glan Llyn residents. This was not however the only evidence used to determine the language medium of the proposed new school. Alongside this direct stakeholder feedback, one Welsh-medium primary school is geographically close to the Glan Llyn development and at the time of consultation there were vacancies in all year groups from Reception to Year Six across the Welsh-medium primary school estate.

Wellbeing of Future Generations (Wales) Act 2015

In summary this proposal supports wellbeing by increasing the availability of primary school places across the City. The "right school in the right place" and "local schools for local children" also assists in meeting the needs of children who would otherwise be forced to attend schools some distance away from their home addresses and therefore reduces travel times and costs.

**Formal consultation to establish
a new primary school on the
Glan Llyn development**

2 October 2017 - 12 November 2017





If you would like this information in any other format, for example braille or large print, or help with interpretation in a different language, please contact Newport City Council on 01633 656656 or by emailing school.reorg@newport.gov.uk

English

Os hoffech yr wybodaeth hon ar unrhyw ffurf arall er enghraifft braille neu brint bras, neu os hoffech help gan ddehonglydd iaith arall, cysylltwch â Chyngor Dinas Casnewydd ar 01633 656656 neu e-bostiwh school.reorg@newport.gov.uk

Welsh

如果您希望以其他格式獲取以上信息，例如凸字及大字體印刷，或者如您有口語翻譯的需求，請與新港市政府聯繫。電話：01633 656656 郵箱 school.reorg@newport.gov.uk

Cantonese

Pokud byste chtěli tyto informace v libovolném jiném formátu, například braillském písmu nebo velkém tištěném textu nebo pomoci s tlumočením v jiném jazyce, kontaktujte Newport City Council na čísle 01633 656656 nebo e-mailem school.reorg@newport.gov.uk

Czech

اگر شما این اطلاعات را در فرمت دیگر می خواهید مثلاً بریل (الفباء نابینایان) یا چاپ بزرگ یا کمک به تفسیر در زبان دیگر، لطفاً با شورای Newport City Council شهر نیویورک school.reorg@newport.gov.uk یا به این آدرس ایمیل کنید 01633 656656 تماس بگیرید

Farsi

Ha szeretné ezt az információt másmilyen formátumban, például Braille-írással vagy nagybetűvel nyomtatottan vagy szeretne fordítást különböző nyelven akkor legyen szives kapcsolatba lépni a Newporti Tanáccsal a 01633 656656 telefonszámon vagy emailezzen a school.reorg@newport.gov.uk

Hungarian

Jei norite gauti aukščiau pateiktą informaciją kitais formatais, pvz., "Brailio raštu" ir dideliu šriftu spausdinimu, arba jei turite žodinį vertimą, susisiekite su Niuporto miesto vyriausybe. Tel: 01633 656656. Elektroninis Paštas: school.reorg@newport.gov.uk

Lithuanian

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Mandarin

Jeśli chcesz te informacje w innym formacie, np. Braille'em czy dużym drukiem, lub pomoc przy tłumaczeniu w innym języku, prosimy o kontakt z Urzędem Miasta Newport na 01633 656656 lub wysyłając maila na school.reorg@newport.gov.uk

Polish

Se você quiser essa informação em qualquer outro formato, por exemplo braille ou impressão em letra grande, ou ajuda com a interpretação em um idioma diferente, entre em contato com a Câmara Municipal de Newport através do número 01633 656656 ou enviando um email para school.reorg@newport.gov.uk

Portuguese

Dacă doriți această informație în alt format, de exemplu Braille sau în format mare, sau ajutor cu interpretarea în alta limbă, vă rugăm să contactați Newport City Council la numărul de telefon : 01633656656 sau prin e-mail-ul: school.reorg@newport.gov.uk

Romanian

Если вы хотите получить вышеуказанную информацию в других форматах, таких как шрифт Брайля и большой шрифт, или если у вас есть необходимость в устном переводе, обратитесь в управление города Ньюпорт. Тел: 01633 656656 Электронная почта : school.reorg@newport.gov.uk

Russian

V prípade, že potrebujete tieto informácie v inom formáte, ako napríklad Brajlove písmo alebo veľká tlač alebo potrebujete pomoc s prekladom alebo tlmočením do iného jazyka, prosím kontaktujte Newport City Council na telefónnom čísle 01633 656656 alebo mailom na school.reorg@newport.gov.uk

Slovak

Si desea esta información en cualquier otro formato, por ejemplo braille o letra grande, o ayuda con la interpretación en otro idioma, por favor póngase en contacto con el Ayuntamiento de Newport al 01633 656656 o por correo electrónico a school.reorg@newport.gov.uk

Spanish

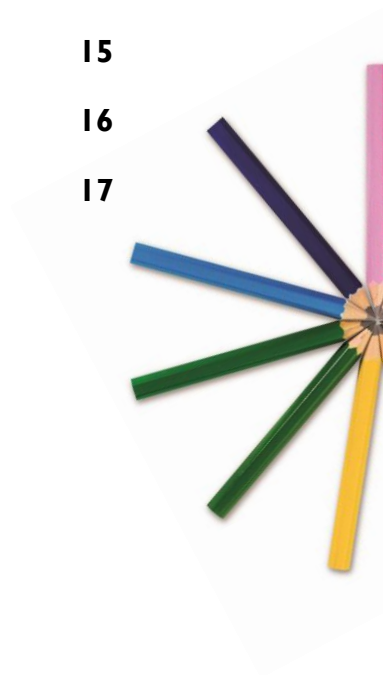
اگر آپ یہ معلومات کسی دوسری شکل میں حاصل کرنا پسند کریں گے مثال کے طور پر بریل (نابینا اشخاص کے لیے) یا بڑے پرنٹ میں یا سے اس نمبر پر رابطہ کریں Newport City Council دوسری زبان میں ترجمے کے لیے تو برائے مہربانی نیویورک سٹی کونسل 01633 656656 یا اس پتہ پر ای میل کریں school.reorg@newport.gov.uk

Urdu



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Introduction

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

“To establish a new primary school on the Glan Llyn development for pupils aged 3-11 years with effect from September 2018.”

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

This formal consultation period:

- **Begins on 2 October 2017**
- **Ends at midnight on 12 November 2017**

Glan Llyn is a new housing development in the east of Newport, within the Llanwern ward, which on completion will consist of circa 4000 dwellings. Due to the size of the development, the council’s planning agreement included a requirement for two new 2 form entry (60 places per year group, equating to a published admission number of 60) primary schools to serve families living on the site. There will also be a 24 place nursery class able to take 48 children in total over the morning and afternoon sessions.

The school is being commissioned by the developer, St Modwen, and will be handed over to the council in the summer of 2018. In order to support the school opening in September 2018, the council is required to carry out a school reorganisation proposal to legally establish the school. This formal consultation marks the first stage in this process.

Once the council receives legal permission to establish the new school, the Local Authority (LA) will make arrangements to elect a temporary Governing Body. The temporary Governing Body will appoint a Headteacher, agree a staffing structure and decide on how the new school should be organised. These organisational arrangements will include the school name, school uniform and school logo.

The consultation process

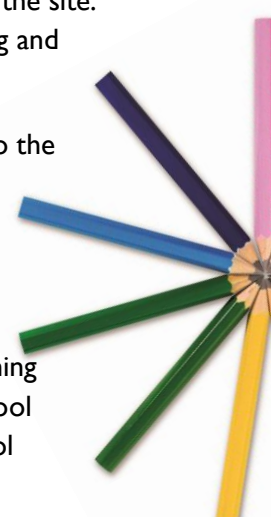
The consultation process represents an opportunity for people to learn about the proposal, ask questions and make comments that will be recorded and summarised in a consultation report. This report will be published on the council’s website and will be considered when the council decides on the way forward.

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

Location	Date & Time	Session
Lliswerry High School, Nash Road, NP19 4RP	Monday 16 October 2017 4.30pm – 6.30pm	Drop-in event
Llanwern High School, Hartridge Farm Road, NP18 2YE	Wednesday 25 October 2017 4.30pm – 6.30pm	Drop-in event

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

www.newport.gov.uk/schoolreorganisation





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

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

The deadline for all responses is midnight on Sunday 12 November 2017.

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

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

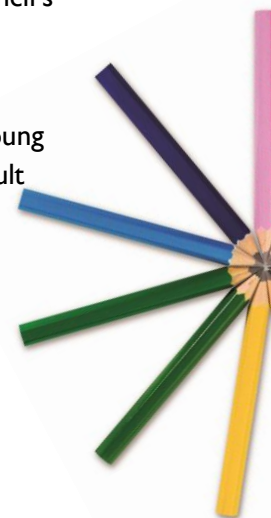
Arrangements for the participation of children and young people

An Everyday Summary Version of this consultation, particularly targeted at Children and Young People, has been produced and is also available from the council. The council will also consult with pupils through the School Councils at the following local primary schools: Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary and Ysgol Gymraeg Casnewydd.

Copies of this consultation document and the Everyday Summary Version can be requested by emailing school.reorg@newport.gov.uk or by telephoning 01633 656656.

Who will we consult with?

- All people living on the Glan Llyn development;
- Teachers, staff and the governing bodies of Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary and Ysgol Gymraeg Casnewydd;
- Parents, carers and guardians of pupils attending Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary and Ysgol Gymraeg Casnewydd;
- Pupils attending Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary and Ysgol Gymraeg Casnewydd;
- The Headteachers and Governing Bodies of all other schools in Newport;
- All Newport City Council elected members;
- All Newport City Council Heads of Service;
- The Welsh Ministers;
- Assembly Members (AMs) and Members of Parliament (MPs) representing the area served by the schools subject to the proposals;
- Other Local Authorities across the South East Wales Consortium region, including relevant Transport departments;
- The South East Wales Education Achievement Service;
- The Church in Wales, Diocese of Monmouth;
- Roman Catholic Archdiocese;
- Estyn;





- Teaching and staff trade unions;
- The Police and Crime Commissioner for Gwent;
- The Community Councils for Bishton, Goldcliff, Llanwern, Nash and Redwick;
- The local Communities First partnership (or equivalent);
- The three independent childcare providers in Llanwern, Lliswerry and the surrounding areas – Babes in the Wood, Little Angels and Osbourne’s Children’s Nursery;
- Newport Early Years Development and Childcare Partnership;
- SNAP Cymru.

What do you have to consider?

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

The proposal

In July 2017, a pre-consultation exercise was carried out with those families currently residing on the site to identify whether the predominant demand was for this school to be either English-medium or Welsh-medium provision. This pre-consultation involved officers from the Education Service letter dropping all occupied properties on the site, asking all residents to share their views by either email or completion of an enclosed pro-forma. A two week window was allowed for submission of responses. At the end of this period, the council was in receipt of 65 responses, 47 (72.3%) of which outlined a preference for English-medium provision with 18 (27.6%) indicating Welsh-medium provision was their preferred option.

This proposal therefore concerns the establishment of a new English-medium community-maintained primary school on the Glan Llyn housing development to provide education for children aged between 3 years and 11 years.

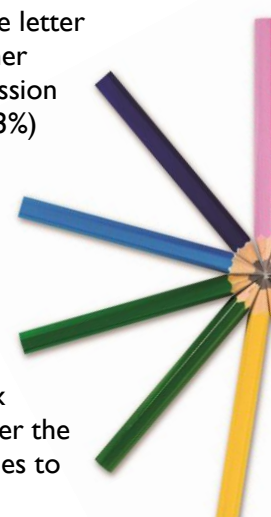
The new school will have a published admission number of 60 for the Reception to Year Six groups, plus a 24 place nursery class which will accommodate a maximum of 48 children over the two morning and afternoon sessions. The new school will also have two dedicated class bases to support pupils with Additional Learning Needs.

The new school will be established on a growing school basis to support the growing Glan Llyn development.

What is a “growing” school?

Glan Llyn is a growing housing development that is expected to contain in the region of 4000 dwellings when fully complete. Opening a new school as a growing school allows it to grow in size as the population of the development grows. Under this proposal, the school will grow incrementally over a four year period. This is demonstrated in the following table:

Academic Year	Number of Dwellings (cumulative)	School Capacity (statutory school age)	Published Admission Number (PAN)	Nursery Capacity (Full time equivalent*)
2018/19	735	120	15 (Yrs1-6) 30 (Reception)	24
2019/20	910	210	30 (Reception-Yr6)	24
2020/21	1086	330	45 (Yrs1-6) 60 (Reception)	24
2021/22	1246	420	60 (Reception-Yr6)	24





Under this model, admission will be capped in the first three years to allow the school to grow with the size of the development. Research indicates however that in areas of significant housing development there is often more pressure on Nursery and Reception places as opposed to those year groups higher up in the school. It is for this reason that this proposal recommends a larger Reception year group in the first and third years and that the Nursery opens to full capacity immediately.

Year One

In the first year, five mainstream classes will be in operation as follows:

- A **Nursery Class** where up to **48 part-time places** will be offered over either a morning or afternoon session;
- A single-age **Reception Class** with a maximum of **30 pupils**;
- A mixed Year 1 / Year 2 Class with a maximum of **30 pupils** (Upper Foundation Phase);
- A mixed Year 3 / Year 4 Class with a maximum of **30 pupils** (Lower Key Stage 2);
- A mixed Year 5 / Year 6 Class with a maximum of **30 pupils** (Upper Key Stage 2).

Year Two

In the second year, there will be seven straight-age mainstream classes for the Reception to Year Six groups, plus the separate nursery class.

Year Three

In the third year, 12 mainstream classes will be in operation as follows:

- A **Nursery Class** where up to **48 part-time places** will be offered over either a morning or afternoon session;
- **Two** separate single-age **Reception Class** with a maximum of **30 pupils**;
- **Three** mixed Year 1 / Year 2 Class with a maximum of **30 pupils** (Upper Foundation Phase);
- **Three** mixed Year 3 / Year 4 Class with a maximum of **30 pupils** (Lower Key Stage 2);
- **Three** mixed Year 5 / Year 6 Class with a maximum of **30 pupils** (Upper Key Stage 2).



Year Four

The school will be fully grown from the start of the fourth year in September 2021, and will be made up of two straight-age mainstream classes for each of the Reception to Year Six groups, plus the separate nursery class.

Why is a “growing” school an appropriate solution?

The Glan Llyn development will eventually contain in the region of 4000 homes and the council's planning agreement actually includes a requirement for two 2-form entry primary schools, commissioned by the site developer to meet the needs of the local community. Whilst it is proposed that the first of these schools will open in September 2018, the development will not at that point be fully complete.

Opening this school as a growing school allows it to grow in size as the population of the development also grows over a four year period. Under this model, admission to the school would be capped in the first three years to allow the school to grow incrementally until September 2021 at which time the school capacity would be fully realised. In accordance with the Welsh Government statutory School Admissions Code, the council is unable to either restrict admission to a school to those pupils living within the designated catchment area or to reserve places in a school for any pupils who may subsequently move into the catchment area.

If the new school was opened to immediate full capacity therefore, admission applications could be submitted from children living across the city and even from outside of the city. Provided that the published admission number was not reached, the council would have no grounds to refuse such



applications, and thus the school could potentially be filled straight away. If this was the case, there would be little or no spaces available for children who later move into the catchment area meaning that they would be forced to attend other schools across the city. Opening the school as a “growing” school will go some way towards mitigating this risk.

Newport City Council already has experience of establishing a growing school, as this model was used to open Jubilee Park Primary School in September 2017. In addition, councils in other Local Authority areas have also successfully opened new schools under growing school models in the past, and there is precedent across the region for these arrangements to support new housing developments.

What are the benefits of a growing school?

- Additional school places are created across all year groups, supporting families who may have more than one child of primary school age;
- The school would grow in line with the population of the development;
- Manages the risk of pupils being admitted from outside the area;
- Ensures that school places are available for families who move during the latter stages of the housing development;
- Reduces the possibility of mass movement of pupils from other schools;
- Effectively manages class sizes to support staffing and the school budget.

What are the disadvantages of a growing school?

- Even with a reduced published admission number, pupils living outside the school catchment area can still apply for a place at the school and may be successful;
- In some circumstances, siblings could be split if one is able to attend the new school and another isn't;
- Pupils who move into the area during the course of an academic year, could be forced to wait until the following September to join the school.

What will the new school provide?

Long term, a single phase primary school offers a range of benefits to pupils, staff and the local community:

- A high standard of education in line with the National Categorisation model;
- Easier and more effective opportunities for curriculum planning across all primary age groups to maximise the potential for improving levels of achievement;
- A more effective approach to resource management, particularly in relation to specialist equipment;
- Easier transition for children from the Foundation Phase to Key Stage 2;
- Opportunities for interaction between staff and children of all ages. This will benefit all children, particularly those with additional learning needs;
- Greater breadth of staff experience and an increased opportunity for staff development through an agreed management and support structure;
- An efficient and effective system of parental and community engagement.

Statutory Primary Education - Provision

The new school will sit within the Lliswerry cluster of primary schools. This cluster already contains four other English-medium community-maintained primary schools: Lliswerry Primary, Maindee Primary, Somerton Primary and St Andrews Primary. St Patrick's Roman Catholic Primary School is also located in this area. The nearest Welsh-medium community-maintained primary school is Ysgol Gymraeg Casnewydd in Ringland.





Building condition

The new school is being built in accordance with the Department for Education and Skills Building Bulletin 99: Briefing Framework for Primary School Projects. The buildings at all Newport schools were inspected as part of the 21st Century Schools surveys in 2010.

The primary schools outlined above were judged to be in the following condition on a scale of A (excellent) to D (poor):

Llswerry Primary – B

Maindee Primary – B

Somerton Primary – C

St Andrew's Primary – B

St Patrick's RC Primary – B

Ysgol Gymraeg Casnewydd – B

To note, Llswerry Primary School and St Andrew's Primary School have both benefited from additional capital investment since these condition surveys were last carried out.

Past and projected pupil numbers

The past and projected pupil numbers at each of these schools are outlined in the following tables:

Primary School pupil numbers 2013-2017 Reception to Year 6 (excluding nursery)							
School	Capacity	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	Surplus places 2017
Llswerry Primary	630	452	464	484	498	538	92
Maindee Primary	462	362	416	412	429	436	26
Somerton Primary	189	132	144	146	150	155	34
St Andrew's Primary	630	424	422	471	529	556	74
St Patrick's RC Primary	196	167	182	188	186	190	6
Ysgol Gymraeg Casnewydd	343	346	319	299	300	305	38

Pupil numbers are January PLASC submission for Reception to Year 6

Nursery pupil numbers 2012-2016						
School	Capacity (Half day sessions)	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017
Llswerry Primary	80	79	78	78	78	78
Maindee Primary	96	64	60	58	65	64
Somerton Primary	30	29	28	28	26	27
St Andrew's Primary	80	80	79	79	77	79
St Patrick's RC Primary	32	0	0	32	32	32
Ysgol Gymraeg Casnewydd	52	44	37	49	43	50

Pupil numbers are January PLASC submission



Primary School pupil projections 2018-2023 Reception – Year 6 (excluding nursery)							
School	Capacity	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	Surplus places 2023
Lliswerry Primary	630	546	554	560	580	580	50
Maindee Primary	490	467	464	474	478	490	0
Somerton Primary	203	159	153	157	158	157	46
St Andrew's Primary	630	574	588	600	612	617	13
St Patrick's RC Primary	210	194	194	196	198	201	9
Ysgol Gymraeg Casnewydd	364	294	288	290	292	298	66

*These projections are based on birth rates and do **not** include the anticipated impact of new housing developments.*

The Council's planning contribution calculator is based on an assumption that 33 children of primary school age will emerge from every 100 new houses that are built. Taking this into consideration, the following table outlines the likely demand for places at the new school:

"Glan Llyn" Primary School – likely demand 2018-2022						
Academic Year	Number of Dwellings	Pupil Yield	School Capacity (statutory school age)	Nursery Capacity	Total Capacity	Surplus / Deficit
2018/19	735	243	120	24	144	-99
2019/20	910	300	210	24	234	-66
2020/21	1086	358	330	24	354	-4
2021/22	1246	411	420	24	444	+33
2022/23	1411	466	420	24	444	-22

Whilst this appears to suggest that there may be a deficit of school places in the new primary school during the initial years of operation, the tables outline that there are sufficient places available in other local schools to meet this demand.

Statutory Primary Education - Standards

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



The outcomes of the most recent Estyn inspections of the six most local primary schools are shown below:

School	Inspection Date	Outcomes	Provision	Leadership & Management	Overall Summary	
					Performance	Prospects for improvement
Lliswerry Primary	May 2017	Good	Good	Good	Good	Good
Maindee Primary	March 2016	Good	Good	Excellent	Good	Excellent
Somerton Primary	October 2011	Good	Good	Adequate	Good	Adequate
St Andrew's Primary	November 2015	Adequate	Good	Good	Adequate	Good
St Patrick's RC Primary	September 2011	Good	Good	Good	Good	Good
YG Casnewydd	March 2017	Excellent	Good	Excellent	Excellent	Excellent

The opening of the new school is predicted to have a positive impact on standards within the city. The four cluster primary schools, along with the most local Roman Catholic and Welsh-medium primary schools, are mainly categorised as either green or yellow, with only one school categorised as amber in the Welsh Government colour coded support category range of *Green, Yellow, Amber, Red*. The secondary school within the cluster, Lliswerry High School, has reported significantly improved standards and attendance over recent years and is currently categorised as yellow.

The secondary school has a new Headteacher who took up post in September 2017, and two of the primary schools in the cluster currently have Acting Headteachers. Cluster work has been strong and has included core subject foci and a "Team around the Cluster" panel which meets on a monthly basis to support wellbeing and address key issues such as attendance, safeguarding and family engagement.

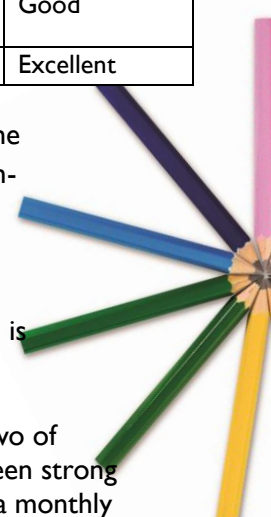
The new primary school will establish its own end of Key Stage pupil outcomes by July 2019. This data comes with a degree of risk due to small cohorts (which can skew pupil data significantly) and the new arrival of pupils in Year 2 and Year 6 (the new school would not have had input into their prior attainment). Successful curriculum provision within the school will be a key focus for the Local Authority and the Challenge Advisor. An experienced Challenge Advisor will be assigned to the new school.

What will the proposal provide?

The proposal is to legally establish the new all-through 3-11 community-maintained English-medium primary school from September 2018 on the Glan Llyn development in the East of Newport. This proposal will increase the number of primary school places available in that area of the city. The school is being commissioned by the developer, St Modwen, as part of their planning agreement with the council.

The school will be established on a growing school basis with a published admission number of:

- 15 for the 2018/19 academic year (with the exception of the Reception year group which will be 30),
- 30 for the 2019/20 academic year,





- 45 for the 2020/21 academic year (with the exception of the Reception year group which will be 60),
- before being set at 60 from September 2021 onwards.

There will also be a nursery class capable of accommodating 48 children on a part-time basis over either a morning or afternoon session.

The school will be on a single floor, although there will be separate wings for the Foundation Phase and Key Stage Two classes. There will be 14 mainstream classrooms, a separate nursery and two dedicated separate class bases to support children with additional education needs.

The school will be fully compliant with the Equality Act and will include accessible toilets and shower facilities. The new school will have a main hall and its own kitchen and servery area. Provision has also been made for office space, an interview room, staff room and appropriate storage facilities.

Foundation Phase classrooms will have direct access to outdoor play. The external play areas for the whole school will include hard and soft surfaces. An artificial sports pitch will also be included, and may be available for community use outside of the school day. On-site car parking facilities will be created for members of school staff and visitors.





An indicative site plan is outlined below:





Special Educational Needs provision

The new school will include two specific learning resource class bases to support pupils with Additional Learning Needs (ALN). One of these will provide for Foundation Phase pupils and the other for Key Stage Two year groups.

In order to support teaching pupils with ALN whose needs cannot be met solely within mainstream education, the Local Authority has numerous Learning Resource Bases (LRBs) across the city, hosted by individual Schools. These LRBs are attached to mainstream schools and provide learning environments that have fewer pupil numbers with enhanced adult ratios. The LRBs are generic in nature and meet the needs of pupils with a range of difficulties. The ethos is to provide targeted support to the individual pupils based on their needs with the intention of integrating the pupil back into mainstream classes as appropriate.

Entry and exit into the LRB will be determined by the council's Special Educational Needs panel following a rigorous assessment of specific need. The capacity of each class will be 10 pupils at any time. As with all other schools across Newport, the new school will be capable of supporting pupils with additional educational needs in accessing mainstream education. This proposal will not have any adverse effect on existing special educational needs provision across the city.

When will this be effective?

It is proposed that the new school will open in September 2018 under a growing school model, increasing incrementally over the following three years. The full capacity of the new school will be realised in September 2021.

Cost

All building costs associated with this project are being met by the developer, St Modwen, as part of the council's planning agreement. The council is however responsible for all fixtures, fittings and equipment that are required to support the new school. These estimated costs of £460,000 will be funded via the council's Capital Programme and is included in the 21st Century Schools Band B submission bid. This equates to approximately £991 per pupil place, including the Nursery and Learning Resource Base.

There will be an increase in whole authority staff costs through the creation of a new school, and it is possible that a Headteacher might need to be appointed in advance of the opening date of the school to support initial set-up in readiness for September 2018. These costs will be over and above those associated with normal running costs for a school. Newport City Council has a policy of awarding a sum of £35,000 to any newly established school, and this supports organisational development issues as part of the implementation programme.

Alternative options considered

Option 1

To establish the school from September 2018 under a growing school arrangement.

Advantages:

- Class sizes can be effectively managed;
- Assists in reducing the risk of the school places being taken by children who live outside the school catchment area;
- Creates additional school places across all year groups.

Disadvantages:

- Some areas of the school will remain unused for up to three academic years;
- Admission can still not be restricted to pupils living in the school catchment area;





- Some families moving on to the development could have to wait until the start of the following academic year before their children can join the school.

This is the preferred option.

Option 2

To establish the school from September 2018 on a seedling basis, restricted to Nursery, Reception and Year One in the first year, and growing incrementally for the next five years.

Advantages:

- Could assist in managing the risk of the school places being taken by children who live outside the school catchment area;

Disadvantages:

- Some families could find that their younger children can attend the school whilst their older children are forced elsewhere;
- Some areas of the school will remain unused for up to five academic years;
- This will not create capacity across all year groups.

This was discounted due to the increased potential of siblings being unable to attend the same school.

Option 3

To establish the school from September 2018 to full 2 form entry capacity arrangements.

Advantages:

- Would be seen as a traditional arrangement;
- Immediately creates additional school places across all year groups.

Disadvantages:

- Admission to the school could not be restricted to pupils living in the school catchment area.
- There could be some disruption to other schools if large numbers of pupils elect to move to the new school;
- Some classes could be difficult to resource if a significant number of places remain vacant across certain year groups.

This was discounted due to the fact that it would not meet the needs of the local community in the long term.

Option 4

To defer establishing the school until the housing development is fully complete.

Advantages:

- The majority of children attending the new school would live within the school catchment area.

Disadvantages:

- No additional school places are created to support the growing development likely causing families to be split over a number of schools and high transport costs;
- The school would remain vacant for approximately 4 years;
- There could be some disruption to other schools at this stage if large numbers of pupils elect to move to the new school.

This was discounted due to the fact that it would not meet the needs of the local community in the short term.

What will the preferred proposal achieve?

The preferred option is Option 1. Under this proposal, a new community-maintained English-medium school will open in September 2018 under a growing school arrangement to support the growing

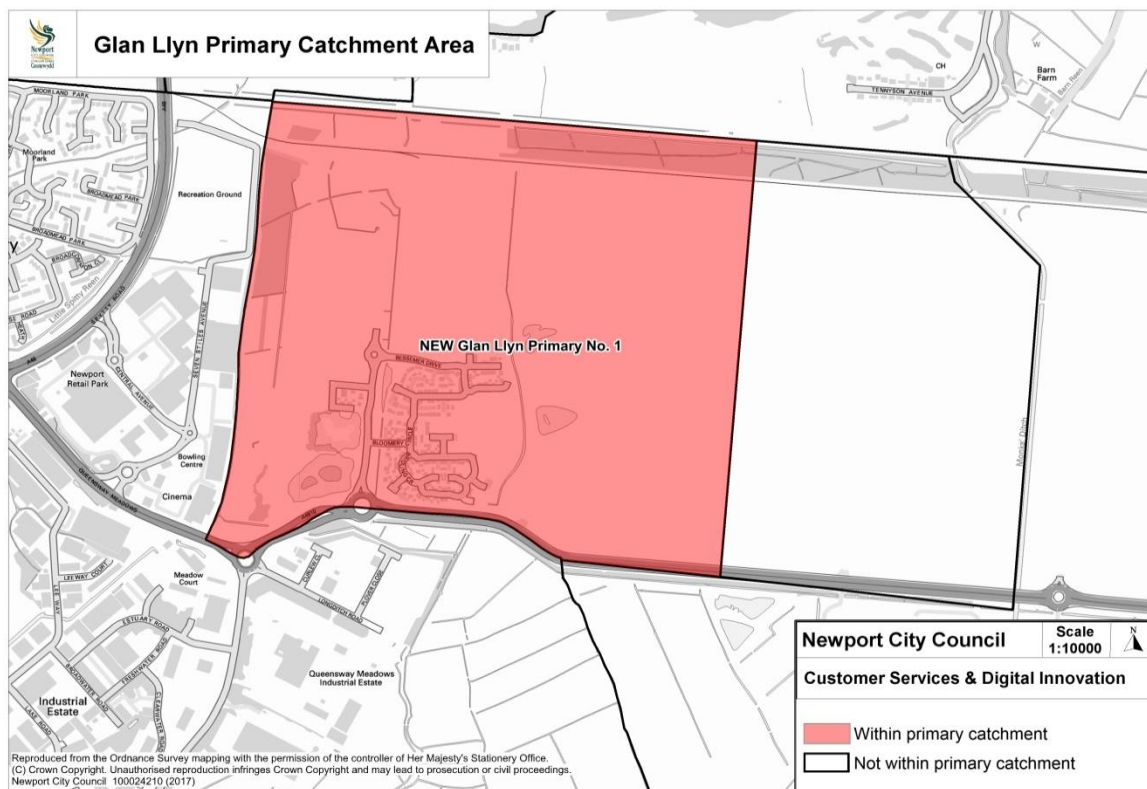




housing development. The new school will operate to full capacity from September 2021, providing an all-through primary school delivering a full 3-11 education.

Catchment area

The new primary school will have a dedicated catchment area as outlined below. For secondary education, this area falls within the catchment area for Lliswerry High School:



School organisation arrangements

Admissions

Newport City Council will be the admissions authority for the new community-maintained primary school, and applications for admission will be assessed in accordance with the council’s School Admissions Policy.

In accordance with this policy, parents can express a preference for any school, but there is no guarantee of admission to the chosen school, even if it is the catchment school. Admission to the school will be made in accordance with parental preference, subject to availability. Where a school is oversubscribed, preference requests will still be considered, but the council’s over-subscription criteria will be applied to determine priority.

Admission to Nursery – September 2018

The application window for admission to nursery classes in September 2018 has now closed. Any pupils wishing to apply for a September 2018 nursery place at this new school should use the late application process using a paper application form which is available on the council website at www.newport.gov.uk/schooladmissions. Late applications are processed on a monthly basis where possible, commencing in January 2018.

Admission to Reception – September 2018

Applications can be made using the council’s on-line admissions service between 1 November 2017 and 12 January 2018. Decision notifications for on-time applications will be issued on 16 April 2018.



Admission to the Year One to Year Six Groups – September 2018

These are denoted as *in-year admission requests* and can be made via an in-year application form which is available on the council website. In-year transfer applications can be submitted any time after 16 April 2018.

Further information on the School Admissions policy and process can be found on the council website at www.newport.gov.uk/schooladmissions

Transport

Under the council’s policy, free home to school transport is provided to all primary aged pupils who live 2 miles or more from their catchment school, or alternatively the nearest available school. This proposal will not impact on this arrangement, and the availability of home to school walking routes will remain unchanged.

Governance

If this proposal is agreed, a temporary Governing Body will be appointed who will be responsible for appointing a Headteacher, agreeing a staffing structure and deciding on other aspects such as the school name, uniform and logo. The temporary Governing Body and the Headteacher elect will also need to consider Human Resources policies and procedures that would need to be adopted in relation to recruitment and, once the school is established, in relation to the management of staff. The council would advocate the adoption of Newport City Council’s Human Resource policies as these have been subject to consultation with trade union representatives.

Staffing

The temporary Governing Body would need to consider the timescales for the appointment of a Headteacher in order that an appropriate staffing structure of teachers and support staff can be established and recruitment can take place in readiness for the school to open in September 2018. As a growing school, the staff compliment will increase incrementally until the school is fully subscribed, and there will be only a relatively small staff group in the first year.

Risks

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

Risk	Mitigating factor
The school may be oversubscribed in the first year	The council’s over-subscription criteria will be used to determine the priority of applications
The school may not receive sufficient applications in the first year	Opening as a growing school will enable mixed-age classes to operate in the first year
There may be a delay in the school reorganisation process which results in the council being unable to open the school in September 2018	This will be closely monitored by the council and stakeholders kept informed at all stages.
The temporary governing body may not have sufficient time to appoint staff	It may be necessary to move to an Executive Headteacher arrangement in the first year, whereby another local Headteacher is responsible for two schools for a short period of time.

Impact assessments

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





Consultation Response Pro-forma

Establishment of a new primary school in Newport on the Glan Llyn development

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

The closing date for the submission of responses to this consultation is midnight on Sunday 12 November 2017.

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

Do you support the proposal to establish a new English-medium community-maintained primary school for children aged between 3 and 11 years on the Glan Llyn housing development from September 2018?

Yes

No

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

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

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

E-mail: _____

Postal address: _____



Newport City Council

School Reorganisation Proposal

Consultation Report

Proposal to establish a new primary school on the Glan Llyn development

**Formal Consultation Period:
2nd October 2017 to 12th November 2017**

Purpose

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

This consultation report includes the following sections:

- The Proposal
- Stakeholder Engagement
- Everyday Summary Version – Children & Young People
- Learner Voice
- Consultation Responses
- Estyn
- Financial Considerations
- Recommendations

The Proposal

To establish a new primary school on the Glan Llyn development for pupils aged 3-11 years with effect from September 2018.

Stakeholder Engagement

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

- All people living on the Glan Llyn development;
- Teachers, staff and the governing body of Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary School and Ysgol Gymraeg Casnewydd;
- Parents, carers and guardians of pupils attending Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary School and Ysgol Gymraeg Casnewydd;
- Pupils attending Lliswerry Primary School, Maindee Primary School, Somerton Primary School, St Andrews Primary School, St Patrick's RC Primary School and Ysgol Gymraeg Casnewydd;
- The Headteachers and Governing Bodies of all other Newport schools;
- All Newport City Council elected members;
- All Newport City Council Heads of Service;
- The Welsh Ministers;
- Assembly Members (AMs) and Members of Parliament (MPs) representing the area served by the schools subject to the proposals;
- Other Local Authorities across the South East Wales Consortium region, including relevant Transport departments;
- The South East Wales Education Achievement Service;
- The Church in Wales, Diocese of Monmouth;
- Roman Catholic Archdiocese;
- Estyn;
- Teaching and staff trade unions;
- The Police and Crime Commissioner for Gwent;
- The Community Councils for Bishton, Goldcliff, Llanwern, Nash and Redwick;
- The local Communities First partnership (or equivalent);
- The three independent childcare providers in Llanwern, Lliswerry and the surrounding areas – Babes in the Wood, Little Angels and Osbourne's Children's Nursery;
- Newport Early Years Development and Childcare Partnership;
- SNAP Cymru.

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

Venue	Date and Time	Event type
Lliswerry High School, Nash Road, NP19 4RP	Monday 16 th October 2017 4.30pm to 6.30pm	Drop-in event
Llanwern High School, Hartridge Farm Road, NP18 2YE	Wednesday 25 th October 2017 4.30pm to 6.30pm	Drop-in event

These drop-in events were unfortunately not well attended. Eight people attended the first event, including two members of the Senior Leadership Team of Lliswerry High School and the Headteacher and Chair of Governors of St Patrick's RC Primary School along with four prospective parents. No stakeholders attended the second event. Both events were supported by the Education Service Development Manager with a member of the School Admissions Team.

Everyday Summary Version – Children & Young People

An Everyday Summary Version of the main consultation document was also published and was targeted specifically at children and young people.

Learner Voice

The Headteachers of the four primary schools currently within the Lliswerry High School cluster - Lliswerry Primary School, Maindee Primary School, Somerton Primary School and St Andrews Primary School – were approached, along with the Headteachers of St Patrick's RC Primary School and Ysgol Gymraeg Casnewydd, to ask if they would enable their respective School Council's to take part in the consultation, and all agreed to facilitate this.

The Council is very grateful to the staff members and pupils who took part in these events and would like to thank them for their valuable contributions. These meetings all took place during the six-week consultation period and the following questions were raised by those present:

Lliswerry Primary School

Question	Response
When will this school open?	<i>The new primary school will open in September 2018.</i>
What will be the maximum capacity of the new school?	<i>The new school will be a 2-form entry school with capacity for 60 children per year group, so 420 pupils in total across the Reception to Year Six groups. There will also be a nursery class with capacity for 48 children in total over either a morning or afternoon session, plus two Learning Resource Base classes to accommodate 10 children in each.</i>
What year groups will be taught at the new school?	<i>The new school will be able to take children between the ages of 3 – 11 so will cover Nursery to Year Six.</i>
Will there be enough pupils to fill the new school?	<i>The Glan Llyn development will eventually consist of approximately 4000 homes, and it is likely that families with children of primary school age will live in many of these. Unfortunately, there are very few surplus primary school places available across the City and in the area for children who might move to live on the development. The school is therefore primarily to accommodate children who live on the Glan Llyn development.</i>
How big will the classes be?	<i>The total capacity of the school and the number of classes being provided means that there should be a maximum of 30 children in each of the Reception to Year Six classes.</i>
How many teachers will the school have?	<i>The Headteacher and governing body will decide on the staff that will be required once they know how many children will be attending the new school.</i>

Question	Response
Will there also be a new High School?	<i>No there are no plans to build a new High School. The catchment secondary school for this new primary school is Lliswerry High School.</i>
What cluster will the new school belong to?	<i>The new school will form part of the Lliswerry High School cluster.</i>
What materials will be used to build the school?	<i>It will be a steel-framed building with a rendered brick-work finish.</i>
Will there be enough toilets?	<i>Yes provision has been made for a suitable number of toilets to cover all age groups at the school.</i>
Will the school be able to accommodate disabled pupils?	<i>Yes, the school will be fully compliant with the Equality Act to enable access by pupils with disabilities.</i>
Will the new school have a Learning Resource Base?	<i>Yes, there will be two Learning Resource Base classes, one for Foundation Phase year groups and the other for Key Stage Two year groups.</i>
Will the hall be big enough and is there going to be a separate canteen?	<i>The hall will be large enough for the maximum number of pupils and will also be used as the canteen at lunchtime.</i>
Will cooking facilities be included in each of the classrooms?	<i>No, but there are plans for the school to have a Technology Room which can be accessed by all classes.</i>
How big will the 3G pitch be?	<i>It will be a junior-sized pitch.</i>
How far away are the nearest houses?	<i>The nearest houses will be opposite the main entrance to the school.</i>
What will be the name of the school?	<i>This will be decided by the temporary governing body once final approval is received for the school to be established.</i>
What will the uniform look like?	<i>This will be decided by the temporary governing body nearer to the school opening date.</i>
Will the school be eco-friendly with a School Council?	<i>This is something that will be decided by the Headteacher once the school opens.</i>
Will there be a Breakfast Club and After School Clubs?	<i>This is something that will be decided by the Headteacher once the school opens.</i>
Where will the school hold their Sports Day?	<i>This is something that will be decided by the Headteacher once the school opens.</i>
Will some children come to school by bus or taxi?	<i>Yes it is possible that some children will be provided with free home to school transport, dependent on where they live and the availability of places in other schools.</i>
Will Lliswerry Primary School be affected in the future in terms of pupils and money?	<i>It is possible that some children will apply to transfer to the new school when it opens. In terms of money, the new school will need to be funded in the same way as all other schools. The funding available from the Council will need to be allocated equally amongst all qualifying schools.</i>
Will the new school affect nature and the environment in the area?	<i>The building plans put forward by the developer would have taken this into consideration, ensuring that there is as little impact on these matters as possible.</i>

Question	Response
Will the new school affect traffic in the area?	<i>As the majority of children attending the new school will likely live on the Glan Llyn development, it is hoped that children will walk to school where possible, therefore reducing the amount of traffic affecting this part of the City at the start and end of the school day.</i>
Will the second school be built close to the first school?	<i>No, the Glan Llyn development is quite large and therefore the second school will be some distance away from this first school.</i>
How much is the school going to cost?	<i>All building costs are being met by the developer. However the Council will be responsible for all furniture and equipment costs, estimated to be approximately £460,000.</i>

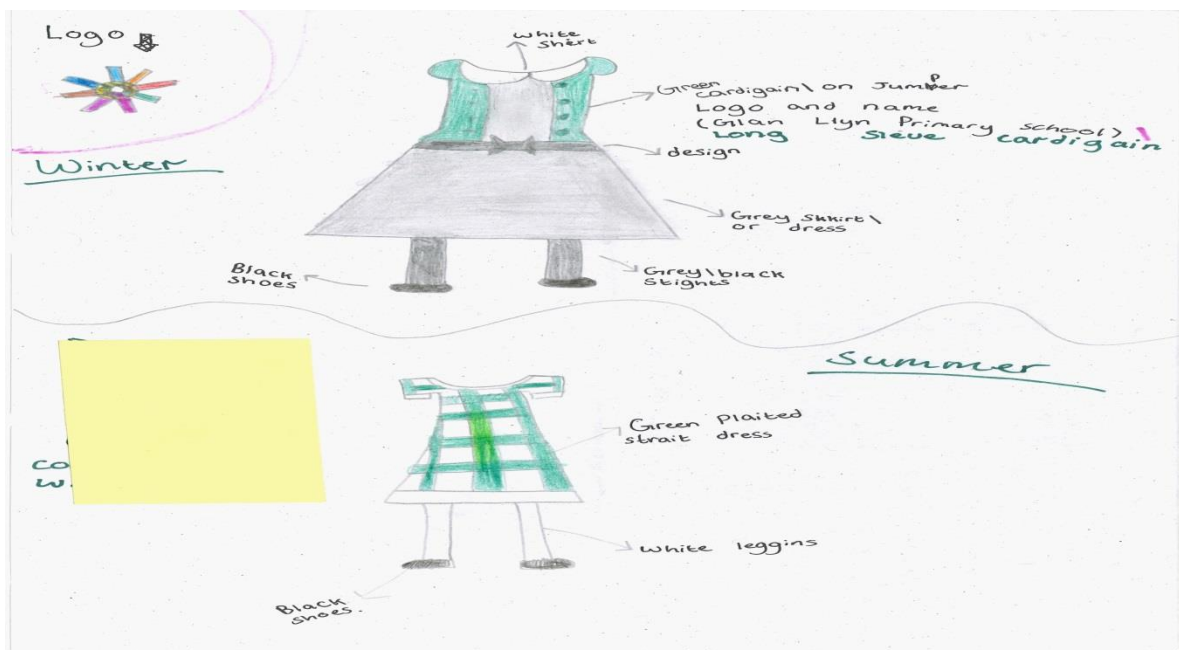
Maindee Primary School

Question	Response
How many Key Stages will be taught at the new school?	<i>The new school will be able to take children between the ages of 3 – 11 so will cover Foundation Phase and Key Stage 2.</i>
How many children will be able to go to the new school?	<i>The new school will be a 2-form entry school with capacity for 60 children per year group, so 420 pupils in total across the Reception to Year Six groups. There will also be a nursery class with capacity for 48 children in total over either a morning or afternoon session, plus two Learning Resource Base classes to accommodate 10 children in each. The school will however be established as a growing school and full capacity will not be realised until the start of the fourth year. In the first year, capacity will be restricted to 120 pupils across Reception to Year 6, plus the nursery and Learning Resource Bases.</i>
Will the School Admissions Team or the teachers decide who can go to the school?	<i>Admission to the school will be in accordance with the Council's School Admissions Policy administered by the School Admissions Team at the Civic Centre.</i>
Will the new school be a Christian school?	<i>The new school will be an English-medium community maintained school.</i>
Will there also be a new High School?	<i>No there are no plans to build a new High School. The catchment secondary school for this new primary school is Llisswerry High School.</i>
When will interviews for teachers take place?	<i>Teachers will be appointed by the temporary governing body once final approval is granted for the school to be established. This is likely to be in the summer term 2018.</i>
Will classrooms be near the playground?	<i>All classrooms will be on the ground floor and will have direct access to outside.</i>
Will the new classrooms have whiteboards?	<i>The classrooms will be fully equipped, including the provision of whiteboards.</i>

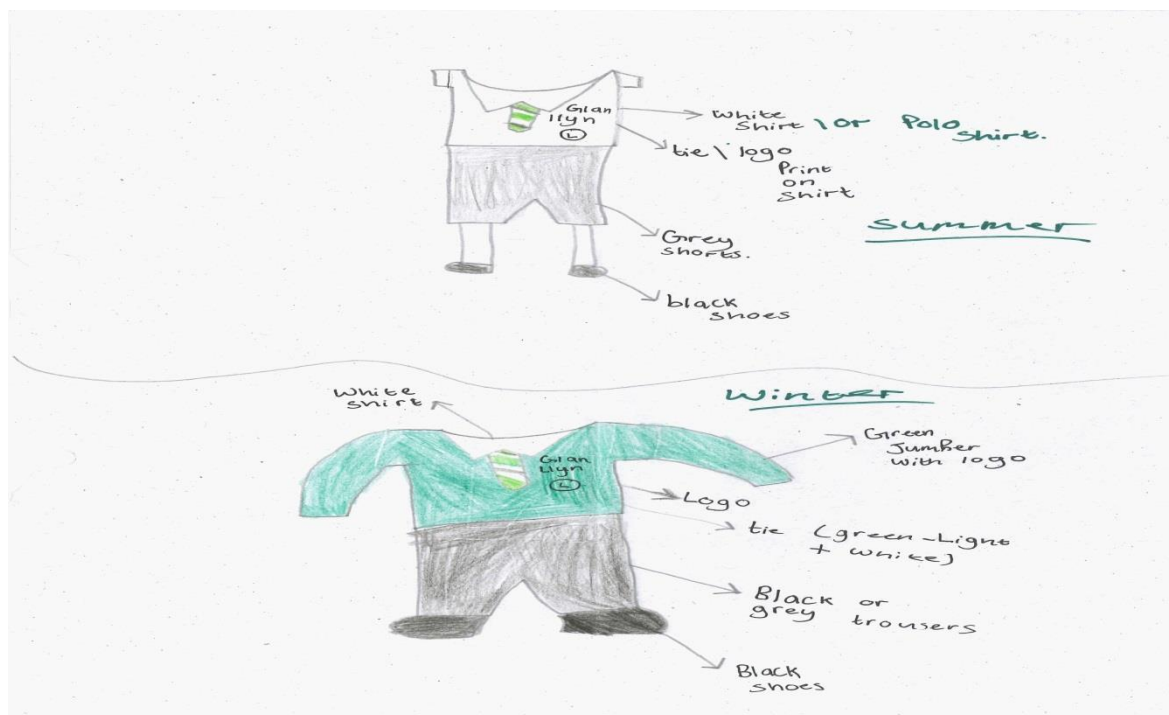
Question	Response
What facilities will the new school have? Will they include things such as a library, a swimming pool, a gym and a kitchen / canteen?	The plans include the provision of a dedicated school library along with a kitchen and servery. The hall will be used as a canteen as well as for assemblies and indoor PE activities. Unfortunately there are no plans to include a swimming pool at the new school. There will however be a 3G sports pitch which may be available for community use outside of the school day.
Will there be lockers available for pupils instead of coat pegs?	The Council will discuss this with the developer.
What kind of security will the new school have? Will there be a fence and security cameras in the classrooms?	There will be a fence around the perimeter of the school. The 3G pitch will also be fenced off from the main school to prevent unauthorised access to the school during evenings and at weekends and therefore reduce the risk of damage and vandalism. The temporary governing body will decide on the use of security cameras, but they are unlikely to be installed in classrooms.
What colour will the uniform be?	This will be decided by the temporary governing body nearer to the school opening date. *Some of the children then showed some suggested designs for the uniform at the new school. These are outlined below.
What will be the school colours and logo?	This will be decided by the temporary governing body nearer to the school opening date.
Will there be After School Clubs or a School Shop?	This is something that will be decided by the Headteacher once the school opens.
How much is the school going to cost?	All building costs are being met by the developer. However the Council will be responsible for all furniture and equipment costs, estimated to be approximately £460,000.

Suggested school uniform designs

Girls



Boys



Somerton Primary School

Question	Response
What year groups will be taught at the new school?	The new school will be able to take children between the ages of 3 – 11 so will cover Nursery to Year Six.
How big will the new school be?	The new school will be a 2-form entry school with capacity for 60 children per year group, so 420 pupils in total across the Reception to Year Six groups. There will also be a nursery class with capacity for 48 children in total over either a morning or afternoon session, plus two Learning Resource Base classes to accommodate 10 children in each. All classrooms will be ground floor level with direct access to outside. The building will be "L" shaped with two separate wings, one for Foundation Phase classes and the other for Key Stage Two classes.
Why is such a big school being opened?	The Glan Llyn development will eventually consist of approximately 4000 homes, and it is likely that families with children of primary school age will live in many of these. Unfortunately, there are very few surplus primary school places available across the City and in the area for children who might move to live on the development. The school is therefore primarily to accommodate children who live on the Glan Llyn development. There are longer term plans to open a second primary school on the development.
Will there be enough pupils to fill the new school?	No, probably not initially when the school first opens. For this reason, the school will be established as a growing school and full capacity will not be realised until the start of the fourth year. In the first year, capacity will be restricted to 120 pupils across Reception to Year 6, plus the nursery and Learning Resource Bases.

Question	Response
What staff will work at the school?	<i>The temporary governing body will appoint a Headteacher once final approval has been granted for the school to open. The Headteachers and temporary governing body will then decide on the staff that will be required once they know how many children will be attending the new school. This will include teachers, teaching assistants and a caretaker.</i>

St Andrews Primary School

Question	Response
Has the building work started yet?	<i>Yes the building work has already been started.</i>
How long will the building work take?	<i>The developer should be handing the building over to the Council in the summer of 2018 ready for the School to open in September 2018.</i>
What year groups will be taught at the new school?	<i>The new school will be able to take children between the ages of 3 – 11 so will cover Nursery to Year Six.</i>
How big will the new school be?	<i>All classrooms will be ground floor level with direct access to outside. The building will be “L” shaped with two separate wings, one for Foundation Phase classes and the other for Key Stage Two classes.</i>
What language will be spoken at the new school?	<i>The new school will be an English-medium school.</i>
How many children will be able to go to the new school?	<i>The new school will be a 2-form entry school with capacity for 60 children per year group, so 420 pupils in total across the Reception to Year Six groups. There will also be a nursery class with capacity for 48 children in total over either a morning or afternoon session, plus two Learning Resource Base classes to accommodate 10 children in each. The school will however be established as a growing school and full capacity will not be realised until the start of the fourth year. In the first year, capacity will be restricted to 120 pupils across Reception to Year 6, plus the nursery and Learning Resource Bases.</i>
Will there also be a new High School?	<i>No there are no plans to build a new High School. The catchment secondary school for this new primary school is Lliswerry High School.</i>
Will the new school have a canteen and what kind of school dinners will be served?	<i>The school will have its own canteen and lunch will be served in the main school hall. School meals will be provided by Chartwells so will be the same as those currently provided in other primary schools across the City.</i>
Will there be separate entrances, cloakrooms and changing rooms for boys and girls?	<i>There will not be any specific changing facilities at the school and cloakrooms will be accommodated within each classroom. Foundation Phase toilets will be situated off classrooms and therefore will be unisex. Key Stage 2 toilets will be situated in the main corridor so could be unisex or gender designated. This decision will be taken by the temporary governing body.</i>
What outdoor facilities will be available at the new school?	<i>The external play areas will include hard and soft surface areas. The will also be a junior-sized 3G pitch.</i>
Who will be the Headteacher of the new school?	<i>The Headteacher will be appointed by the temporary governing body once final approval is granted for the school to be established. This is likely to be in the early summer term 2018.</i>

Question	Response
How many teachers will there be when the school opens?	<i>The Headteacher and governing body will decide on the staff that will be required once they know how many children will be attending the new school.</i>
What will be the name of the new school?	<i>This will be decided by the temporary governing body once final approval is received for the school to be established.</i>
What will be the school colours?	<i>This will be decided by the temporary governing body nearer to the school opening date.</i>
What will the school logo look like?	<i>This will be decided by the temporary governing body nearer to the school opening date. They may look to include pupils in the design process.</i>
What lessons will be taught at the new school?	<i>The pupils at the new school will follow the same lessons as those in other schools across the City. This is called the National Curriculum.</i>
Will there be a School Council?	<i>This is something that will be decided by the Headteacher once the school opens.</i>
Will the pupils be arranged into "houses"?	<i>This is something that will be decided by the Headteacher once the school opens.</i>

St Patrick's RC Primary School

Question	Response
How many children will be able to go to the new school?	<i>The new school will be a 2-form entry school with capacity for 60 children per year group, so 420 pupils in total across the Reception to Year Six groups. There will also be a nursery class with capacity for 48 children in total over either a morning or afternoon session, plus two Learning Resource Base classes to accommodate 10 children in each. The school will however be established as a growing school and full capacity will not be realised until the start of the fourth year. In the first year, capacity will be restricted to 120 pupils across Reception to Year 6, plus the nursery and Learning Resource Bases.</i>
Why is a new school needed in that area?	<i>The Glan Llyn development will eventually consist of approximately 4000 homes, and it is likely that families with children of primary school age will live in many of these. Unfortunately, there are very few surplus primary school places available across the City and in the area for children who might move to live on the development. The school is therefore primarily to accommodate children who live on the Glan Llyn development because of the lack of other school places in the area.</i>
What year groups will be taught at the new school?	<i>The new school will be able to take children between the ages of 3 – 11 so will cover Nursery to Year Six.</i>
What High School will the children go to?	<i>The catchment secondary school for this new primary school is Lliswerry High School.</i>
Will the new school be a private school?	<i>No, the new school will be a community maintained school which will be free to attend.</i>
Will the new school be linked to a Church?	<i>No, the new school will be a community maintained school.</i>
When will this school open?	<i>The new primary school will open in September 2018.</i>
What will be the name of the school?	<i>This will be decided by the temporary governing body once final approval is received for the school to be established.</i>

Question	Response
What will the uniform look like?	<i>This will be decided by the temporary governing body nearer to the school opening date.</i>
How many teachers will the school have?	<i>The Headteacher and temporary governing body will decide on the staff that will be required once they know how many children will be attending the new school.</i>
Will the school have a quiet area?	<i>The plans include a dedicated library area which can be used for quiet time.</i>
Will there be parking facilities at the new school?	<i>The plans include dedicated car parking spaces within the school grounds for staff and visitors, along with a small number of parking bays outside the school.</i>
Will people be able to use the school facilities outside of the school day?	<i>It is intended that the school will benefit from a 3G pitch which hopefully can be leased to community groups in the evenings and on weekends. It may also be possible for individual rooms within the school building to be rented to community groups outside of the school day. Any lease agreements will need to be agreed by the governing body once the school opens.</i>

In total, 52 children took part in these sessions across the five schools. Of this pupil cohort, 50 children (equivalent to 96%) thought that opening a new primary school in the area was a good idea. 33 of these children (equivalent to 63% of the cohort) also supported the concept of a growing school.

Ysgol Gymraeg Casnewydd

The pupil group at Ysgol Gymraeg Casnewydd were in agreement that a new school should be opened but felt that a Welsh-medium school was preferable. A breakdown of their respective questions and comments is outlined below:

Question	Response
Why does the new school have to be an English-medium school?	There was no specific requirement for the school to be an English-medium school. However before issuing this consultation, the Council undertook a pre-consultation exercise with those families currently living on the development to identify whether the predominant demand was for Welsh-medium or English-medium provision. The Council received 65 responses, 72.3% of which indicated a preference for an English-medium school. Alongside this direct stakeholder feedback, Ysgol Gymraeg Casnewydd is geographically very close to the Glan Llyn development. In addition, across the Welsh-medium primary school estate there are currently vacancies in all year groups from Reception to Year Six. Given this overall position, it has been proposed that the first new primary school on the development be established as English-medium.
Are the existing English-medium schools in the area full?	The Council has very few surplus primary school places, especially across Foundation Phase year groups. As at September 2017, there were only 18 spaces available across all Foundation Phase year groups within the Lliswerry cluster.

Question	Response
Do you agree that the current proportion of Welsh-medium schools compared to English-medium schools is unfair?	The Council has opened three new Welsh-medium schools over the past decade, and no child who requests Welsh-medium education is refused this opportunity.
Why are the new houses being built?	The new houses are being built by a developer to meet the needs of people who want to live and work in Newport.
Why is there always a big fuss when the Council tries to open a Welsh-medium school?	The Council has a good record of opening three new Welsh-medium schools over the past decade.
What is the point of having a national language if it is not supported?	The Council has a Welsh in Education Strategic Plan (WESP) which is monitored and supported by the statutory Welsh in Education Forum (WEF).

The assembled pupils asked to share their views as to why the school should be established as a Welsh-medium school as opposed to an English-medium school:

- The Welsh Government Charter wants to see 1 million Welsh-speakers across Wales by 2050. Opening an additional Welsh-medium primary school would assist in meeting this target;
- Having a fourth Welsh-medium school would improve the way Welsh-medium schools currently work together;
- There should be more Welsh-medium schools to balance out the large number of English-medium schools already in Newport;
- There are currently only three Welsh-medium schools so choice of schools is restricted;
- The number of people speaking Welsh across Wales has fallen, and opening another school would contribute towards this rising again;
- Without a sufficient number of Welsh-medium schools there is a possibility that the language might die out;
- People need to be able to understand something to know it properly, and all people deserve the chance to know and understand the Welsh-language;
- English-medium schools are not as full as Welsh-medium schools;
- The needs of the minority are not being considered by the majority;
- Children attending Welsh-medium schools become fully bilingual in Welsh and English;
- People who are able to speak Welsh will have increased opportunities and life chances;
- Speaking Welsh is a way of demonstrating pride in the Country;
- Any new school that is opened in Wales should be Welsh-medium;
- Another Welsh-medium school should be opened to give more children the opportunity to learn to speak Welsh;
- Opening an English-medium school as opposed to a Welsh-medium school shows that the Council does not respect the Welsh-language;
- The Welsh language is older than the English language;
- The Welsh language is suffering due to the low number of Welsh-medium schools;

- Children should be able to attend their choice of English-medium or Welsh-medium schools close to their homes;
- Welsh is an ancient language and if it is allowed to die out it will become a myth just like the Woolly Mammoth or the Sabre Toothed Tiger;
- Increasing the number of Welsh-medium schools helps people to understand the Welsh-language;
- Another Welsh-medium school would help increase the number of people speaking Wales in Newport;
- As there are plans to eventually have two new schools on the Glan Llyn development, the first one should be a Welsh-medium school and the second one an English-medium school;
- Opening another Welsh-medium school would give parents more choice about which Welsh-medium school to choose for their children;
- The Welsh language is dying and opening another school would help to grow the language;
- The people of Wales have an identity which should be supported – it is a way of life;
- There are people currently attending English-medium schools who would like to be able to speak Welsh;
- People who are able to speak Welsh will have better opportunities;
- It is important to practise Welsh, and this will be more easily achieved if there are more Welsh-medium schools;
- People should not be afraid of the Welsh language;
- Those people who are able to speak Welsh are very lucky and treasure the language;
- Only 19% of people in Wales are able to speak Welsh, and an additional Welsh-medium school would help to promote and support growth.

Consultation Responses

17 consultation responses were received during the consultation period, 14 of which (equivalent to 82%) supported the proposal as it was consulted upon. 2 respondents (11%) were in support of a new school being opened but felt that it should be established as a Welsh-medium school. A final single respondent opposed the proposal on the basis of the significant financial impact this would have on other schools across the City.

Responses in support of the proposal

In addition to supporting the proposal, responses included the following points:

- People living on the development were in support of a local school for their children;
- The proposition of a new school was a prime reason for moving to the development;
- One respondent indicated a clear preference for English-medium provision;
- The school would be a good community resource, and;
- The new primary school might be more appropriately assigned to the Llanwern High School cluster.

The Glan Llyn development will eventually consist of in the region of 4000 residential dwellings and two primary schools. Without predicting any information in support of the second school, it is possible that the whole development will be split into two separate catchment areas, the second of which could in the future be assigned to Llanwern High School.

Notwithstanding this however, the Council's School Admissions Policy enables parents to apply for their child to attend any school. In instances where more applications are received than there are places available, the Council's agreed over-subscription criteria is applied which gives priority to children who live in the designated school catchment area.

Responses in support of increased Welsh-medium provision

The two responses outlining this opinion were concerned that the decision to consult on the establishment of an English-medium school did not fully consider the option of a Welsh-medium school and the duty of the Local Authority to promote Welsh-medium education.

As outlined in the consultation document, a pre-consultation exercise was carried out in July 2017, with the then residents of the development, as a means of identifying whether the predominant demand in the area was for either an English-medium school or a Welsh-medium school. The Council received 65 responses in total, 47 of which outlined a preference for English-medium provision and 18 indicating that Welsh-medium provision was their preferred option. The Council is aware of the duty to promote Welsh-medium education, and it is for this reason that the pre-consultation letter contained a link to enable stakeholders to find out more information about Welsh-medium and bilingual education. The pre-consultation exercise did not include any stakeholder engagement sessions although these were a focus of the formal consultation stage.

Alongside this an analysis of past and projected pupil numbers was carried out to confirm the availability of and likely demand for places in English-medium and Welsh-medium schools, both in this area and across the wider City. This identified that places were available in all year groups across the existing Welsh-medium schools, and that the likely short-term future demand could be met from within the existing school provision. Longer term, there are plans for a second primary school to be established on the Glan Llyn development and at this stage no decision has been made regarding the language provision of this school.

Comments were also made that the Fairness and Equality Impact Assessment did not fully explore that impact of the proposal on the Welsh language. This document will be updated at the next stage of the proposal and the comments made will be fully considered as part of this.

Response opposing the proposal

This final respondent outlined concerns that the opening of a new school would see a large movement of pupils from existing schools, causing instability across the City, and suggested that the School Admissions Policy should be amended so that children were required to attend their catchment school.

The Welsh Government School Admission Code does not support this view however, and has a strong focus on Local Authority's supporting parental preference wherever possible. The Council's policy accords with this although the agreed over-subscription criterion does give higher priority to children who live in the relevant school catchment area where more applications are received than there are places available.

The Council recognises the potential problem of large scale migration when a new school is opened, and it is for this reason that the concept of a growing school is the preferred option in this case, as this is likely to mitigate this risk.

The more significant point raised in this response relates to the financial impact that a new school might have on existing schools within the City. All schools are funded in accordance with an agreed formula from the Individual Schools Budget (ISB). This is not an infinite budget and is capped by the Council at a set amount for distribution amongst all schools. Increasing the physical number of schools in Newport therefore dilutes the amount allocated across each school site and reduces the total funding available to support existing schools and pupils.

Estyn

The formal response from Estyn concluded that the proposal “is likely to maintain educational provision in the area but does not provide any details about plans to allow access to Welsh-medium education for parents who wish to do so.”

Response: *The Local Authority is committed to the provision of Welsh-medium education for any child who indicates that this is their preferred provision. An analysis of past and projected numbers across the three existing Welsh-medium schools has outlined to the Council that sufficient capacity already exists at this present time.*

The response goes on to say that thorough consideration has been given to the advantages and disadvantages of establishing the school as a growing school. However it was Estyn’s view that no detailed attention has been given to projections above these numbers when considering the plans to establish the second school on the development.

Response: *The projections for the new school and the already established schools in the locality outline a sufficiency of places across the area as a whole. Longer term, the section 106 agreement between the Council and the developer outlines that the second school will be built in 7-10 years, once the first school is at full capacity and when the second half of the housing development is underway. Latest estimates indicate that approximately 1400 dwellings will be built by August 2023 with the full development eventually being made up of in the region of 4000 residences.*

Whilst the response identifies the reasons for proposing to establish an English-medium school, the view is that consideration has not been given to those parents who identified in the pre-consultation exercise that their desire was for Welsh-medium education.

Response: *The pre-consultation exercise was targeted at all habited homes as at July 2017 and simply asked whether the proposed school should be established as either Welsh-medium or English-medium provision. Whilst respondents were asked to provide their address and age bracket, the pro-forma did not ask them to identify whether there were any children at the address currently. The Local Authority is committed to the provision of Welsh-medium education for any child who indicates that this is their preferred provision. An analysis of past and projected numbers across the three existing Welsh-medium schools has outlined to the Council that sufficient capacity already exists at this present time.*

The response from Estyn ends by stating that “the council has considered the risks that may arise as a result of establishing the school and has responded to them reasonably”.

Other Considerations

The latest pupil projection estimates indicate a surplus of approximately 105 pupils across the English-medium, Welsh-medium and Voluntary Aided schools in the denoted Lliswerry and Llanwern clusters as at January 2019 after taking account of the predicted yield from these new housing developments. It would appear therefore that pupils living on the Glan Llyn development can be accommodated in other schools in the local area for the 2018/19 academic year. It would seem reasonable therefore to consider deferring the establishment of the new primary school until September 2019.

This deferred opening date would enable a longer timeframe for the effective establishment of the new school in terms of the appointment of staff and the procurement of resources.

Recommendations

It is recommended that permission be sought to move this proposal forward by publishing a statutory notice outlining a modified implementation date of 1st September 2019. This decision will be referred to the Cabinet Member for Education and Skills and taken through the Council's agreed democratic process.

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

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

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NEWPORT CITY COUNCIL

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

Sarah Morgan, Chief Education Officer
Newport City Council, Civic Centre
Newport, NP20 4UR

Notice is given in accordance with section 41 of the School Standards and Organisation (Wales) Act 2013 and the School Organisation Code that Newport City Council, having consulted such persons as required, proposes to establish a new English-medium community-maintained primary school at Bessemer Drive, Newport, NP19 4EB for boys and girls aged 3-11.

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

The new primary school will have a published admission number of 60, and eventual capacity for 420 pupils of statutory school age. In addition there will be a nursery class with capacity for 48 part-time places, delivered over either a morning or afternoon session, and two separate 10-place generic Learning Resource Bases to support Foundation Phase and Key Stage Two pupils with Additional Learning Needs whose needs cannot be met solely within mainstream education.

It is proposed to implement the proposal on 1st September 2019 under a growing school model as follows:

- Year 1 – On 1st September 2019 the school will be established with a published admission number of 30 for the Reception year group and a published admission number of 15 for the Year One to Year Six groups.
- Year 2 – From 1st September 2020, the published admission number will increase to 30 across all year groups.
- Year 3 – From 1st September 2021, the published admission number will increase to 60 for the Reception year group and to 45 for the Year One to Year Six groups.
- Year 4 – From 1st September 2022, the agreed published admission number of 60 will be realised across all year groups.

There will be provision for 24 full-time equivalent nursery pupils from September 2019. The two Learning Resource Base classes will also be fully operational from this date.

The proposed new school will be maintained by Newport City Council and therefore the Council will be the admission authority. It is not proposed that the admission arrangements will make any provision for selection by aptitude or ability. Parents of children who are admitted for nursery education will still need to apply for a place at the school if they want their child to transfer to a Reception class.

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

Objection Period

Within a period of 28 days after the date of the publication of these proposals, that is to say by 28 March 2018, any persons may object in writing or by email to the proposals. Objections should be sent to Newport City Council, for the attention of the Education Service Development Manager, Room 425w, Civic Centre, Newport, NP20 4UR. Objections by email should be sent to school.reorg@newport.gov.uk The Council will publish a summary of any such objections made (and not withdrawn in writing) within the objection period, together with their observations thereon, at the time of notification to stakeholders of the determination of the proposal.

Dated: 28 February 2018

Sarah Morgan, Chief Education Officer,
for Newport City Council, Civic Centre, Newport, NP20 4UR

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Newport City Council School Reorganisation Proposal Objection Report

**Proposal to establish a new primary school on the
Glan Llyn development with effect from September 2019**

Background

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

Statutory Proposal

The Council published a statutory proposal on 28th February 2018 until 28th March 2018 to establish a new English-medium community-maintained primary school on the Glan Llyn development for pupils aged between 3 years and 11 years.

A period of consultation was undertaken before deciding to publish this proposal. A consultation report, containing a summary of the issues raised by consultees and the Council's response, is available on the Newport City Council website.

The consultation report made reference to the latest pupil projection estimates which indicated that in January 2019 there would be a surplus of approximately 105 places across the English-medium, Welsh-medium and Voluntary Aided schools in the denoted local cluster areas after taking account of the predicted yield from the new housing development.

As a result, the report recommended that permission be sought to move the proposal forward by publishing a statutory notice which outlined a modified implementation date of 1st September 2019, and this was approved and published as so. This deferred opening date would enable a longer timeframe for the effective establishment of the new school in terms of the appointment of staff and the procurement of resources.

The statutory proposal was published on the Newport City Council website and copies were displayed in the local area served by the school, including at the two sales offices on the development. Details confirming publication of the notice were also shared with all stakeholders as outlined in the statutory School Organisation Code, and the occupied dwellings on the Glan Llyn development.

Objections to the Proposal and the LA responses

15 objections were lodged during the statutory notice stage, 13 of which were from residents of the development outlining concerns over the delayed implementation. The remaining two objections were from stakeholders within the Welsh-medium education sector who raised concerns regarding the proposed language provision.

Delayed implementation

The specific points that were raised referred to:

- The fact that the potential delay was not included as an option in the original consultation and therefore it was unfair of the Council to introduce this at the statutory notice stage;
- The build programme was already at an advanced stage and thus it is likely that the completed school will remain empty for up to one academic year;
- A lack of continuity of provision for pupils;
- The distance and journey times associated with travel to alternative schools;
- Special considerations that should be afforded for affected pupils in relation to the Council's School Admissions and Home to School Transport policies.

LA Response: It is correct that a delayed implementation was not included as an option within the formal consultation document, as the initial intention was to establish the school from September 2018. However following the end of the formal consultation period, consideration of the latest pupil projection estimates available at that time indicated that

there was a sufficiency of places within the local area to support a deferred implementation date.

The recent experiences of the Council in opening a new school supports the need for, where possible, a longer timeframe for the effective establishment of the school in terms of the appointment of staff and the procurement of resources. The latest information from the developer has confirmed that the building will be handed over to the Council at the end of August 2018. This date does not however include a contingency for any issues that may arise in the latter part of programme. This would not provide the Council with sufficient time to enable the necessary furniture, fixtures and equipment works (FF&E) to be facilitated before the start of the academic year. This work will now be planned for the autumn term 2018. The Council will be responsible for all costs associated with securing the building in the period between handover and the opening of the school.

When the new school opens, parents will of course be able to apply for their children to attend and this may include transferring them from existing schools. There will however be no mandatory requirement for such transfers to take place – this will be solely in accordance with parental preference. Where children are settled in other schools and parents would prefer them to continue to attend these provisions, the Council will not require children living on the development to move to their new catchment school. Any applications for admission that are received however will be assessed in accordance with the published School Admissions Policy and there is no intention to amend this to make specific reference to children resident at Glan Llyn. In accordance with this policy, parents can express a preference for any school, but there is no guarantee of admission to the chosen school, even if it is the catchment school. Admission to the school will be made in accordance with parental preference, subject to availability. Where a school is oversubscribed, preference requests will still be considered, but the Council's over-subscription criteria will be applied to determine priority. Priority will be afforded to children confirmed as living in the school catchment area at the time of application. There is however no guaranteed admission for any child regardless of circumstances.

The Council's Home to School Transport policy provides free transport to primary aged pupils who live 2 miles or more from their catchment school, or their nearest available school. This accords with the statutory limits outlined in the Learner Travel (Wales) Measure. At present, the nearest available English-medium primary school to the homes of the Glan Llyn development is Lliswerry Primary School, calculated as being less than 2 miles away. As outlined above, parents can express a preference for any school but if they choose to send their child to a school that is not the catchment or nearest school, they will be responsible for all transport costs and arrangements. In determining distances and eligibility for free home to school transport applications, distances are measured as the shortest available walking route where possible, using official routes known as the Safe Walking Network. The council deems that a route is 'available' if a child, accompanied as necessary, can walk to school in reasonable safety, and it is for individual parents, not the council, to determine whether the child needs accompanying. It is inevitable that traffic will be heavy across the city at the start and end of the school day, but there is a high density of primary schools across the City to support easy access to provision in the majority of instances.

Language provision

Two objections were received which referred to the following points:

- That the pre-consultation was not sufficiently extensive and lacked credibility;
- That the consultation document was prepared without due diligence, and;
- That the proposal to establish an English-medium school does not serve to promote access to Welsh-medium education.

LA Response: Whilst the informal pre-consultation survey was carried out which enabled the Council to gather the views of the existing Glan Llyn residents, this was not the only evidence used to determine the language medium of the proposed new school. Alongside this direct stakeholder feedback, one Welsh-medium primary school - Ysgol Gymraeg Casnewydd - is just over 2 miles from the proposed new school and at the time of consultation there were vacancies in all year groups from Reception to Year Six across the Welsh-medium primary school estate.

Whilst spaces also exist in English-medium schools in the vicinity, the percentage of surplus places is lower in the English-medium estate as a whole. This is evidenced by the fact that there are currently 13% of surplus places available in Ysgol Gymraeg Casnewydd compared to only 9% across the English-medium estate in all primary schools across the east of the city. As a result, a decision was taken to evidence the English-medium schools in the locality.

In terms of longer term objectives, Newport City Council's own Welsh Language Strategy 2017-2022 commits to increasing the percentage of pupils in Welsh-medium education from 4% to 5% over the next four years.

Given that the proposed school will be English medium, rather than Welsh, this development will not make a meaningful contribution to achieving the target set by either Welsh Government or the Local Authority in this instance. The development is however within close proximity to Ysgol Gymraeg Casnewydd where there are currently surplus places.


Whilst the proposed designation of this new primary school as an English-medium provision means that the authority will not be making a positive contribution to meeting the Welsh Government target at this time, the Council is committed through the Welsh in Education Strategic Plan to scope the need for Welsh-medium provision in relation to all future new school builds. All future scoping exercises will be extended to beyond the immediate area of the developments.

Recommendations

It is recommended that this proposal be moved forward to the final determination stage. Since objections were received during the statutory proposal stage however, this decision will need to be taken by the Council's Cabinet acting as the Local Determination Panel, and this will be tabled for the meeting scheduled to take place in May 2018.

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

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

 Email

Sent

~~From: Glan Llyn School~~
To: School Reorg
Subject: Objection to the delayed opening of Glan Llyn School

Hi,

Please accept this email as an objection to the delay in opening from Sept 18 to Sept 19.

I live on the Glan Llyn Estate and whilst my children will not be attending this school, it seems ridiculous that the building will stand empty for 12 months when it is making such great progress.

As a local resident - we feel let down - everything that has been promised here has been delayed significantly. We were advised when we purchased a house.


Please reconsider your decision so that reception children for this year can settle into a new school moved next year

Thanks for your consideration

Kind Regards

~~Glan Llyn School~~

Sent from my iPhone

 Email

From: [REDACTED]
To: School Reorg
Subject: Education service development manager

Sent: 13/03/2018 13:07:24



To whom it may concern,

I have received a letter though the post regarding the delay of the new school opening from this September 2018 to next September 2019.

I have moved from [REDACTED] where my two children goes to school [REDACTED]

I have to drive 2.7 miles to and forth 5 days a week with a newborn baby. I have to leave the house early morning 7.30am to avoid the traffic as you know it's horrendous and when theres an accident on the motorway then all traffic gets divert this way and it's a standstill then.

I have been told when I got my house in Glan Llyn that the school will be open this year 2018.

Hence the reason of getting the house.

They are loads of people in this estate who has purchased a home because of the school. We all are having difficulty. The worse are those children waking up early to get to school on time.


It's not fair on them too as well as the parents.

Please delay no more and open the school as said Sept 2018.

Your Faithfully

[REDACTED]

Sent from my Samsung Galaxy smartphone.

 Email

From: [Redacted]
To: School Reorg
Subject: Glan Llyn School

Sent: 13/03/2018 13:31:26



Dear Sir/Madam,

I am writing to you to voice my concerns over the decision to delay the opening of Glan Llyn School. I feel that your decision is purely money based, and that you have not considered all the factors in making your decision. You clearly haven't made the education and well-being of the children of Glan Llyn your priority.

I am a resident of [Redacted]. I'm also the father of a very bright 4 year old girl who has been looking forward to the opening of "her new school" just a stones throw away from our house. A school she can walk to. Or even ride her bike.

She is currently a pupil at [Redacted]. Don't get me wrong, [Redacted] is a very good school and has developed her knowledge and her interpersonal skills vastly in the time she has been schooled there. The only problem with [Redacted] is getting her there. By road it is 1.5 miles away. This doesn't seem far, however this is too far to expect a 4 year old to walk. She can't cycle there either as although there are some cycle paths, there are busy intersections on the route, a busy dual carriageway and the final part of the journey is too narrow with all the cars parked on the pavement outside their homes.

So we are forced to drive.

Driving the 1.5 mile journey takes between 10 and 40 minutes. The roads are so congested especially leading up to and on the A48. This however is not the final obstacle. Finding somewhere to park in an already congested area is not easy. Especially difficult due to regular emails and written communication from the school telling us parents where we can't park. I get the impression the school would prefer we don't drive.

This is one of the main reasons we moved to Glan Llyn. Upon house shopping we settled on a development with a growing school to be opened September 2018. Perfect timing for our daughter to start school.

To have this schools opening delayed by another might save you a few pounds, however it is putting more traffic onto already congested roads. Earlier this year my child was in a car crash on the way to school whilst sitting in traffic. Luckily she was uninjured. I'm sure however, that this is not going to be the last time a child is in a car in an accident going to school whilst our roads are so congested. Surely opening Glan Llyn School on time as originally planned will reduce some rush hour congestion, reduce greenhouse gas emissions, and ultimately make our community safer for all?

Failing this you as the council need to improve infrastructure such as roads, cycle paths, footpaths, and crossings as well as making safe places for parents to drop off their children at existing schools. However the improvements just to get to my daughters school would cost more than the construction and operation of a new school.

Also every time a new government is elected, one of their key policies is to improve upon education. Smaller class sizes are deemed a better learning environment. Less pupils to teacher ratio is proven to increase attention span which in turn creates better examination grades. This is better for the children and the schools and the councils running the schools. So why do you think extra capacity in our schools isn't required?

As a parent I think the best solution to all the above is to open Glan Llyn school as promised in September 2018.

I hope you'll make the right decision.

Thank you for your time

[Redacted signature block]

 Email

From: [REDACTED]
To: School Reorg
Subject:Glan Llyn proposal


Sen

Dear who this may concern.

My partner and I, both object to the delaying of the proposed school. We moved here with our child 4 promise that the school would be built. My son currently is attending nursery at [REDACTED]. I applied school for his reception place for September 2018. I was notified two months ago that I needed to app I requested Eveswell, however I was told that this would probably be unlikely as we don't live in the will in consequence mean that my child will have attended 3 different settings by the age of 5. This his building of relationships with peers as he will continually have to make new friends. This in tur esteem and the ability to want to form new relationships with peers once the School is supposedly to as he will have already lost so many friends. We would like the school to open this September as pror

Thank you

[REDACTED]

 Email

From: [REDACTED]
To: School Reorg
Subject: RE: Glan Llyn school - delay in opening

Sent: 15/03/2018 07:59:05



I would like to express my objection to the delay in opening the new school -
Glan Llyn
Bessemer Drive
Newport
NP19 4EB

This school is needed now for residents of the rapidly expanding housing development at Glan Llyn, not in 18 months time.

My understanding is that the school was due to open in September 2018 and I have seen no credible evidence to support a delay in this project.

Regards

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Email

From: [REDACTED]
To: School Reorg
Subject: Objection to the Delay of the Glan Llyn School

Sent

For the attention of the Education Service Department Manager

Dear Sir or Madam,

My name is [REDACTED] and I live in Glan Llyn estate. I moved in along with my family in April 2015 Persimmon houses and we also bought in the beautiful vision of the Glan Llyn community with new school community areas. We were said that the school for 3-11 years old children was supposed to be finished first pupils in September 2017. This was one of main reasons why we did buy the house we now live in.

It was very disappointing to receive the update that the school wouldn't be open in 2017. We were given September 2018, which was just in time for our daughter to be enrolled into the nursery. She was eager attending the school this year seeing the contractors working on the school from the window of her room received a letter from the Newport City Council with another disappointing update that the school would be September 2019.

It was very difficult for us to explain to her that she would have to attend another school. In our current nursery in Magor. She has been given a place in the afternoon but there is no provision of school bus. This is going to affect us very much. We have only one car and I need it for my work. My wife is working and she is looking after our children (we have 1-year old son too).


As far as we know, there is no public transport that will fit the times of our daughter's classes at

At the end, we would like to kindly ask you to reconsider opening the Glan Llyn school in September as promised. Writing this objection, I have only given you my personal view and my family situation. In fact that by opening the school as promised, the Glan Llyn residents' trust in their City Council will be restored. The existence of the school will bring positive economical impact for the estate as the house prices will rise and contractors could attract new buyers easily.

I hope to hear from your Department soon with hopefully positive update regarding the Glan Llyn school.

Kind regards,

[REDACTED]

 Email

From: [REDACTED]
To: School Reorg
CC: [REDACTED]
Subject: Glan Llyn School

Sent: 25/03/2018 17:56:07



SENT ON BEHALF OF MISS SUZANNE A [REDACTED]

I would like to express my concerns regarding the proposed opening date of Glan Llyn school and especially the allocation of places.

Because of the delay in opening the school and nursery my son has been allocated a place at another nursery and will start in September 2018. However I am concerned that this will jeopardise his chances of being granted a place at Glan Llyn should the school open sooner than expected or indeed in 2019 the new proposed opening date.

My address is 1 [REDACTED] which is literally across the road from the new school so we would definitely be in the catchment area. According to the latest notice dated 28 February there will be provision for 30 children in the Reception year group but will the children living at Glan Llyn be given priority for these places or will it be on a first come first served basis. Will the fact that my son will be attending a nursery out of the area, through no fault of his other than the school was not completed on time, jeopardise his chance of being accepted.

If the building had been completed as scheduled this issue would not have arisen but since this is not going to happen then I would appreciate some reassurance as to my son's admission.

For your records, my son's full name is [REDACTED] and his date of birth is [REDACTED]

Regards,

[REDACTED]

Sent from Samsung tablet.

Deborah Weston (Service Development Manager)

From: [REDACTED]
Sent: 25 March 2018 22:50
To: School Reorg
Cc: Martyn Kellaway (Elected Member); Gail Giles (Elected Member)
Subject: Objection regarding the delay of Glan Llyn School

Dear Newport council,

I am a resident at Glan Llyn and my address is [REDACTED]. With this mail I would like to strongly object the delay in opening of the Glan Llyn primary school at Bessemer Drive, Newport NP19 4EB. I hope the council will kindly consider our following concerns in this regard -

1. The close proximity of the school from our property was an important factor for us when we invested in the aforementioned property. It would be unfair on us to have to send our daughter to her first school outside the catchment area as a result of the delay.
2. The notice from the Chief Education Officer mentions that the Glan Llyn School will start on the 1st of September 2019, which means that we will have to change our daughter's school, friends, environment etc. just after her first year. We are concerned on how our daughter will cope with these unnecessary changes at her very early stages.

I hope that the council will factor in our concerns and decide to open the Glan Llyn School in September 2018 as promised initially.

Kind regards,

[REDACTED]
Mobile: [REDACTED]

Deborah Weston (Service Development Manager)

From: [REDACTED]
Sent: 26 March 2018 17:14
To: School Reorg
Subject: Delay of opening of Glan Llyn school

I am writing to object to the proposal to delay the opening of Glan Llyn primary school. We have moved into the Glan Llyn estate in January and one of the reasons of doing so was that there would be a new primary school opening in September 2018. Our son is due to start reception in September 2018 and would be entitled to attend this school. The proposal to delay the opening of the school would mean that he would need to attend a different school for a year and then transfer to Glan Llyn school. This would mean disruption to him at the start of his school career which would be detrimental to his learning, especially as he is requiring speech and language therapy. The other concern is there will be more children moving into the Glan Llyn estate requiring a place at school which could mean that our son may miss out on a place at Glan Llyn school because of the fact he is placed elsewhere due to the decision of the council to delay the opening even though he fits all requirements to attend. I hope that my objection is taken into consideration when making a decision about delaying the opening of the school.

[REDACTED]

Sent from my Huawei Mobile

 Email

From: [REDACTED]
 To: School Reorg
 Subject: Objection to proposal. Establishment of new school on Glan Llyn development - Statutory Notice

Sent: 27/03/2018 08:39:07



I wish to formally object to your proposal to delay the Glan Llyn school. I have written to Deborah Weston numerous times and she has repeatedly failed to explain what has changed since the consultation. I am convinced this decision was taken long ago and the inability to be honest confirms this. As a civil servant this is exactly the behaviour I see when underhand decisions are forced through.

Your original consultation did mention school surplus but still recommended opening in 2018. It also said surplus in the area was limited. You have not stated at any point why you have then changed your mind, what changed and what took so long to provide the report? What is the point of consultation if you do something different and don't explain why? I suspect the consultation was really a box ticking exercise.

You have refused to consider the added transport implications of the other local schools maybe your surplus is due to schools being too big and in the wrong place. Liswerry for example, which causes congestion on the SDR everyday at 3pm. I spoke to Liswerry in January, they confirmed transport issues and were unaware of chance that Glan Llyn may not be opening.

We recently received a letter stating school consultation had progressed without even mentioning the one year delay which was poor communication.

Was there ever a budget for the school to open in 2018 and how advanced were recruitment plans?

On what date was the decision made and by who?

In summary you have failed to answer concerns, failed to meet those who are affected when consultation options changed (despite repeated requests), failed to explain what changed after consultation and failed to be open and honest.

[REDACTED]

On 5 Mar 2018 10:47, "Deborah Weston (Service Development Manager)" <Deborah.Weston@newport.gov.uk> wrote:

Dear [REDACTED]

Thank you for your correspondence following publication of the statutory proposal.

The statutory proposal period of 28 days now enables you to lodge any objections to the published proposal. You have already seen the Consultation Report which, on page 15, outlines the reasons for the delay in opening the school. This deferment is on the basis that there are sufficient surplus places in schools local to the development to accommodate the likely pupil yield during the 2018/19 academic year. Opening a new school in these circumstances does not demonstrate value for money.

As the publication of the statutory proposal is a formal process which enables stakeholders to lodge objections to the published proposal, I can confirm that there are no plans for members or officers to meet with families to facilitate further discussions.

Cofion gorau / Kind regards


Deborah Weston

Deborah Weston

Rheolwr Datblygu Gwasanaethau Addysg / Educational Service Development Manager

Addysg / Education

Cynor Dinas Casnewydd / Newport City Council

 Email

From: [REDACTED]
To: School Reorg
Subject: Glan Llyn School

Sen

Dear Ms Sarah Morgan

I wish to formally object to the proposed delay in opening the Glan Llyn primary school in September reconsider this decision.

My main objection comes from the fact that a delay was NOT part of the initial consultation document on the school. The fact that this has now come to light is so frustrating for me and my 4 year old daughter was a primary factor in choosing to move to this location.

My daughter currently goes to [REDACTED] and being so young, we have no option but to drive the little to walk an hour each way. Cycling could potentially have been an option however Nash Road is not all ruling it out. Paths are congested with parked cars and we have to avoid broken glass and dog excrement on the walk from the car to the school. There is simply no safe drop off area for the young children. The heavily congested area is difficult so we park streets away but it's far from ideal.

I cannot comprehend how the idea of building a beautiful new school then mothballing it for a whole year cost to council to maintain it whilst it is empty. There are enough children on the estate wanting to the phased opening. Recruitment could still take place as most positions advertise in April for the September I don't see the logic.


Instead, I'll be forced to sit in traffic every morning and afternoon for another year when I could have first choice of school cutting car use, emissions and congestion on already busy roads.

Please open the school this year as originally planned. Make the right decision for my daughter and as a parents.

Yours sincerely

[REDACTED]

Sent from my iPhone

 Email

From: [Redacted]
To: School Reorg
Subject: Glan Llyn Primary School

Sent: 27/03/2018 13:01:16



Dear Mrs Morgan

Unfortunately, we did not receive the stakeholder letter in October 2017 regarding the proposed Glan Llyn primary school. As parents of a daughter who would have started reception in September 2018, we would obviously have supported the proposal.

We applied for our daughter to start reception at Glan Llyn Primary school in September 2018 and would greatly appreciate it if the school could be opened as per the initial schedule.

Delaying the opening until September 2019 would be very inconvenient and disruptive. There is no school within walking distance and we would therefore further contribute to the significant morning traffic between Glan Llyn and the SDR, costing us time, money and the resulting environmental impact. Please note, it is without doubt not safe to walk 3 miles there and back from Glan Llyn to Lliswerry Primary school: there is no safe crossing point along Queensway Meadows (A4810) passing the entrances to Spytty retail park.


With these factors in mind, if there is a delay until September 2019, we would propose these two points:


1. The Home to School transport policy accommodate Glan Llyn residents 2018-2019.
2. Assurance that those children who had applied to start Glan Llyn primary in September 2018 be guaranteed a place if the deferral to September 2019 is confirmed.

In summary, we object to the delayed opening. We support the September 2018 opening for reception aged children. If this cannot be achieved, we would urge the above two points are considered.

Kind regards

[Redacted signature block]

 Email

From: 
To: School Reorg
Subject:Glan Llyn primary school

Sent:27/03/2018 22:47:19



Dear Sir/Madam,

Please would you take the following comments into account before making a final decision on the date for opening the new primary school at Glan Llyn.

Firstly, thank you for the progress that has been made in bringing this school forward. It will be an asset to Newport's eastern expansion area and the new community that is living here. The sooner it can open the better, and a 2018 opening would be welcomed.

I would urge you to bring the school opening date forward as early as possible for three reasons:

Firstly the education benefits that a new school will bring, and the importance of that to the next generation .

Secondly, the benefits to the community here of having an on site primary school. This was clearly an attraction for many families moving to Glan Llyn, and Newport is benefitting from the new housing growth that is currently booming in our city. An on site school will help build the community spirit and provide a community focus for the area. It will also reduce car journeys for parents taking their children to schools elsewhere.

Thirdly the new school will have economic benefits. Its opening will boost the attractiveness of the development to new residents. More residents means more spending to support local businesses and provides additional Council Tax to the Council as well as more WG funding due to the population growth. The school will also boost house prices, making the development more viable and meaning the Council can secure additional much needed affordable housing in future phases.

Thank you for taking the time to consider these benefits of opening the school earlier.

Regards,



Dear Sir/Madam,

We write to you to oppose the proposal to open an English Medium Primary School on the Glan Llyn site. We note:

(i) that the assessment of the effect on the Welsh language has changed; and (ii) that the latest assessment acknowledges, as it should, that this proposal would do nothing at all to promote access to education through the medium of Welsh, which is mandatory under section 10, Learner Travel (Wales) Measure 2008.

As this is acknowledged in the document and the proposal is being approved as it is, we shall seek legal advice about the Council's failure to conform to section 10, Measure 2008, and the substantial flaws in the consultation process.

On behalf of

RhAG National Committee

[REDACTED]

[REDACTED]

Parents for Welsh Medium Education

[REDACTED]

[REDACTED]

[REDACTED]

www.rhag.net



Newport City Council
Education Service Development Manager
Civic Centre
Newport
NP20 4UR

Thursday, 22 March 2018

Formal Objection to Glan Llyn Proposal

Dear Sir/Madam,

I would like to submit a formal objection to the proposal with regard to the establishment of Glan Llyn Primary School. I believe the consultation was bias and sought to simply back what was the Local Authorities view and not the swider community. The consultation makes several statements/assumptions which are bias towards English Medium and detrimental to the Welsh Medium. These points are listed below:-

1. Extract from Consultation document

*"In July 2017, a pre-consultation exercise was carried out with those **families currently residing on the site to identify whether the predominant demand was for this school to be either English-medium or Welsh-medium provision.** This pre-consultation involved officers from the Education Service letter dropping all occupied properties on the site, asking all residents to share their views by either email or completion of an enclosed pro-forma. A two week window was allowed for submission of responses. At the end of this period, the council was in receipt of **65 responses, 47 (72.3%)** of which outlined a preference for English-medium provision with **18 (27.6%)** indicating Welsh-medium provision was their preferred option."*

Objection A

Your pre-consultation exercise did not seek the view of other residents in the same way it did the residents in the immediate vicinity, despite the catchment being wider than that you managed to pre-consult.

Objection B

Given the immense cost to the Local Authority and tax payers of the Newport Local Authority the consultation determining the direction of language medium based on a total of 65 responses lacks credibility, scrutiny and due diligence. In my view the approach was purposely implemented to (for your own end) confirm the assumptions that authority wanted to make and sought to push forward.

2. Extract from Consultation document

“Glan Llyn is a growing housing development that is expected to contain in the region of 4000 dwellings when fully complete. Opening a new school as a growing school allows it to grow in size as the population of the development grows”

School 2021/22 1246 Dwellings, 420 School Capacity

Based on your own consultation and what you perceive to be 1246 dwellings by 2021/22

Extrapolating the figures based on your small/poor pre-consultation exercise, 27.6% of the 1,246 dwellings would have a Welsh Medium preference.

As a result, and using your figures for school population by 2020/21 of the 420 school places a total 115.92 of those pupils would be denied Welsh Medium Education due to the bias approach, preconceived assumptions and lack of willingness to engage Welsh Medium Education, also apparent with the rejection of the recent WESP by Welsh Government.

If we then extrapolate those figures further, and again, use your consultation quoting 4,000 eventual properties then there will be a total of 1,348 children of school age of which 27.6% of those would have (again based on your poor pre-consultation) expressed a preference to Welsh Medium with a total of 372.05.

On one hand you are looking to increase the Welsh Medium provision (as per your failed WESP), yet you have as an Authority blatantly assume that this school should be English Medium.

My view is that given the development is close to the eventual relief road, removal of tolls in 2019 you are assuming that many families will derive from cross border and thus assuming that an English Medium will be preferential.

In fact, your consultation takes no account of the initial 115.92 nor the eventual 372.05 pupils who have been denied Welsh Medium education.

Objection C

As a result I object and have grave concerns around the due diligence of the entire process and its component parts. I feel that this should be referred to Welsh Government for further scrutiny, and to the Welsh Language Commission for further action.

3. Statutory Primary Education - Provision The new school will sit within the Lliswerry cluster of primary schools. This cluster already contains four other English-medium community-maintained primary schools: Lliswerry Primary, Maindee Primary, Somerton Primary and St Andrews Primary. St Patrick's Roman Catholic Primary School is also located in this area. The nearest Welsh-medium community-maintained primary school is Ysgol Gymraeg Casnewydd in Ringland.

Objection D

As per your consultation there are already four other English Medium Primary schools within the same cluster area. Yet within the Authority boundaries there are only three Welsh Medium Primaries.

Given that 26.7% of the respondents (approx.. 1 in 5) expressed a preference to Welsh Medium then it would seem that your ratio of schools at Authority level, and "Cluster" level are somewhat out of kilter.

If Glan Llyn became Welsh Medium it would allow for local English Medium cluster schools to fill empty place whilst balancing the ration of English and Welsh Medium schools in the Cluster area to 1:4 instead of 0:5. It would pave the way for a third Welsh Medium secondary in Newport East serving what would be two welsh medium schools.

As a result your proposal to establish an English Medium school further dilutes Welsh Medium provision and yet again conflicts with your ability to meet your WESP strategic plan and Welsh Medium obligations. It also conflicts with the Wellbeing of Future Generations Act which I am sure your local Public Service Board would be interested in hearing about.

4. Objection D

Given that your local cluster schools have more than 230 English Medium surplus places then it would be more cost effective to those schools and the tax payer to fill those places with Glan Llyn individuals of school age.

Please would you acknowledge my formal objection to the proposal in writing and via email.

Regards

[Redacted signature block]

Report

Cabinet

Part 1

Date: 23 May 2018

Item No: 6

Subject Performance Management Strategy

Purpose To present Cabinet with an updated version of the council's Performance Management Strategy

Author Head of People and Business Change

Ward All

Summary The performance management strategy supports the delivery of the council's corporate plan by driving a culture of accountability and maximising performance. The strategy emphasises that all employees contribute to the performance of the council through their day to day activities positively impacting the council's vision. However, the main focus of the strategy is the council's organisational performance in terms of achieving its planned objectives through well considered planning. The strategy sets a framework for planning that focusses on the aspirations of the corporate plan and sets out clear achievable actions within a specified timeframe, and a reviewing and revising process where progress and further actions are clearly monitored and communicated.

There are six main areas of focus in the Performance Management Strategy as outlined in the report: embedding a performance culture; maximising the council's performance; clear roles and accountability; improving data quality; open communication of goals and achievements; and development of the system to maximise its value

Progress against these actions will be reviewed on an annual basis and actions will be revised as necessary to ensure that our short term actions deliver the longer term objectives.

Proposal To endorse the performance management strategy

Action by Heads of Service, Performance Team

Timetable immediate

This report was prepared after consultation with:

- The Leader of the Council
- Chief Executive
- Strategic Directors
- Heads of Service
- Operational Performance Network

Signed

Background

This revision of the council's Performance Management Strategy aims to embed a strong performance culture where everyone is aware of their contribution to the council's vision - Improving People's Lives. We intend to build on current success, and create an outcome focussed organisation that is committed to improving the social, economic, environmental and cultural well-being of Newport.

This strategy has been produced at a time of significant financial challenge within the public sector, the workforce and budgets must be carefully planned and managed to ensure that the council continues to deliver services to citizens and communities.

It is also a time of on-going political and legislative changes; and it is through risk management and well-thought out strategic planning that the work of the council will continue to provide improved outcomes for citizens and communities. The council also strives to ensure compliance with current legislation and any changes that may occur, in order to do this the council works closely with external regulators.

Legislation and Guidance

The council is subject to duties under the local government measure 2009 and the Well-being of Future Generations Act 2015. Advice from the WLGA following consultation with the WAO and Future Generations Commissioner's office is that councils can meet their duties under both acts by integrating the requirements into one plan with one monitoring process.

The council's priorities must reflect the requirements of both Acts to ensure that 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.

People and Business Change are working with service managers to align the duties of both acts and integrate the monitoring and reporting frameworks. This joined-up approach to monitoring performance that supports the requirements for service planning, improvement planning and well-being objectives was agreed by Cabinet at their April 2018 meeting.

Performance Management Strategy

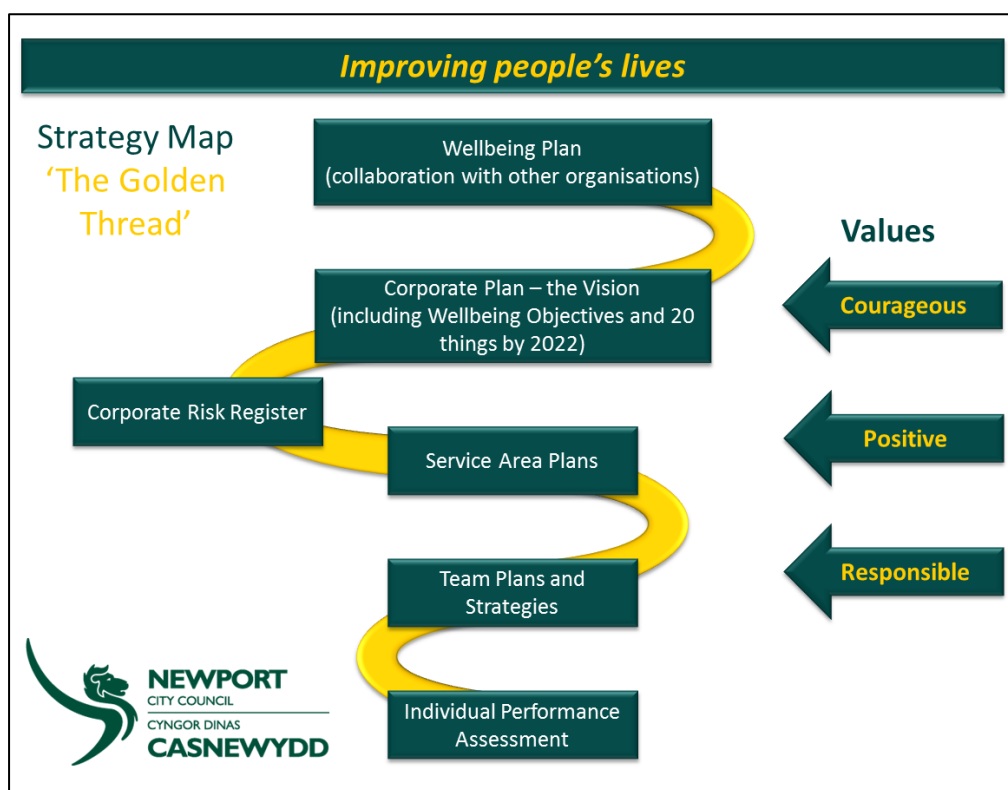
The performance management strategy provides a framework within which all these activities can be coordinated and support the delivery of the council's corporate plan.

The Performance Management Strategy has 5 main areas of focus:

1. Embedding a performance culture
2. Maximising the council's performance
3. Clear roles and accountability
4. Improving data quality
5. Open communication of goals and achievements
6. Development of the system to maximise its value

These are long term objectives which are supported by shorter term actions they will be reviewed on an annual basis and revisions made were necessary to ensure good progress is sustained.

This strategy includes a section that sets out how employee's individual performance is monitored and contributes to the achievement of the strategic plans of the council. The main focus of the strategy however, is the council's organisational performance in terms of achieving its planned objectives through well considered planning which sets out clear achievable actions within a specified timeframe, and a reviewing and revising process where progress and further actions are clearly monitored and communicated.



The strategic plans of the council and how employees contribute to them can be seen in the diagram above as outlined in the strategy.

Financial Summary

None

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the strategy does not become embedded as part of the councils culture	M	L	This strategy is supported by the Leader of the Council and Chief Executive. The Performance Management framework includes regular monitoring of key objectives to ensure progress is made and that underperformance is addressed or mitigated.	Head of People and Business Change
Deterioration in performance and non-delivery of the objectives and ambitions of the corporate plan.	M	L	This strategy is supported by the Leader of the Council and the Chief Executive. The Performance Management framework includes regular monitoring of key objectives to ensure good progress is made and that underperformance is addressed or mitigated.	Head of People and Business Change

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The performance management strategy supports the delivery of the council's Corporate Plan and wellbeing objectives and is linked to the Risk Management Strategy and People and Culture Strategy.

Options Available and considered

1. To implement the revised Performance Management Strategy
2. Decide to not implement the revised Performance Management Strategy

Preferred Option and Why

Option 1 is the preferred option; implementation of this strategy will strengthen existing arrangements and a culture of performance will become embedded where everyone is working towards the same goal, *Improving People's Lives*.

Comments of Chief Financial Officer

There are no direct financial implications stemming from this report

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. The proposed Performance Management Strategy will provide a consistent framework for service planning, delivery and improvement and an integrated approach for monitoring compliance with both the statutory duty of continuous improvement under the Local Government (Wales) Measure 2009 and also the well-being principles of the Well-being of Future Generations (Wales) Act 2015. It provides a single, joined-up approach to performance monitoring and reporting, which ensures that all of these duties and objectives are consistent and properly aligned.

Comments of Head of People and Business Change

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

As outlined in the report, the Performance Management Strategy underpins the well-being objectives which sit within the Corporate Plan, these maximise our contribution to the well-being goals for Wales. The performance management framework set out in this strategy helps to identify potential issues and risks that may prevent the council from achieving its objectives as well as actions to prevent them happening or getting worse.

Comments of Cabinet Member

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

Local issues

No local Issues

Scrutiny Committees

The views of scrutiny as outlined below have been taken into account when developing the strategy.

Minutes of the Meeting of the Overview and Scrutiny Committee, 22nd March 2018

The Head of People and Business Change presented an overview to the Committee. It was explained that the aim with the strategy was to improve the organisation by implementing a performance culture. Despite financial constraints, the Council has always met its statutory obligations however it had got more difficult.

It was advised that the Performance Management System gives real time data to see how the Authority was doing. The Clear Review system moves away from the annual form appraisal to an online system to be used on a monthly basis which links staffs performance to the Council's performance.

The Committee were advised that the roles of all staff are important, but the role of the Scrutiny Committee was to critically look at how the Council were performing and making sure that the right things were being focused on.

The Committee asked the following:

- Did the strategy take into account the Council's new Wellbeing Plan? Members were told that the Improvement Plan would be scrutinised in the next round of Scrutiny Committee meetings and how the Council are performing against it. This will be the last year of the Improvement Plan as the Wellbeing Plan will be used going forward. The Officer informed the Committee that the Wellbeing of Future Generations Act impacts on practically everything in the Council, and the Performance and Policy Team lead the organisation on the Wellbeing of Future Generations Act, lots of work had been completed to integrate the data.

The Wales Audit Office had completed a report for the Wellbeing of Future Generations first year, which would be used in future audits to allow the Council to judge the performance of measures.

- Members asked if the Wellbeing Plan would maximise the Council's performance. Members were informed this was difficult to foresee, it would raise questions for Members and Officers on how the Council makes decisions, which may impact performance but will ensure statutory objectives are met. The Wellbeing Plan focuses on the long term and encourages preventative ways of working.

- Members discussed the Best Practice in Performance Management model, in particular "Transparent recognition of good performance and challenge of poor performance". It was asked how this would be applied with dwindling resources. Members were informed that the online system put in place for staff replaces the monthly 1 to 1's, which had previously been completed on paper forms. It allowed Line Managers and staff to set actions for the next month and to monitor progress against those actions. It allows anyone to give staff feedback, what had gone well or what needed to be developed. A demonstration of the system was then offered for the Committee to view.

Members were also advised that the Council had got better at understanding the cost of improving performance by analysing the worst performing measures.

- A comment was made that in the report there was no mention of how tasks would be evaluated. The Committee were told that there was a separate stream of work which looked at system analysis in services areas. The system analysis took a view on performance and how the service can be made better and more efficient. The Committee were informed that there could be a session made for a future meeting, during which the HR Manager could be invited to attend and discuss this section with the Committee in further detail.

- The Corporate Plan was discussed and comments were made about how the intentions were great but the reports given were hard to understand. It was then asked if data was easy to access with the user friendly system. The Committee were advised that in regards to the Corporate Plan there was an Annual Staff Conference that staff can attend to ensure they were aware of the visions of the Corporate Plan. It was then stated that the storage of data was more resilient as data goes on a cloud based system, and not held on the Councils servers. It was advised that there will be ongoing meetings with the Shared Resource Service to ensure the systems offer more resilience.

- What are the pressures for managers to have monthly meetings, and will they be used to improve the performance for staff? The Officer informed that after reviewing data it was found that the vast majority of managers were meeting with their staff once a month. A pilot scheme was created and feedback was used to create the system. The system provided direction to the manager's conversations with staff and helped assist staff members to hit their targets.

- Members enquired if the feedback left for staff was confidential, and if there was continuous evaluation for staff. Members were advised that there was a confidential record for each staff which was safeguarded by the Data Protection Act. Anyone was able to give feedback, which was also kept confidential.
- Members were advised of the best practice in Performance Management. Members suggested that the strategy comes back to the committee 12-18 months after being implemented.

Conclusion

The Committee made a number of comments on the Performance Management Strategy;

- The Committee would like to receive more information on the results based evaluations and how they would work in practice.
- The Members were unclear about how the Performance Management Strategy links to the Corporate Plan.
- The Committee considered the ability to provide comment on anyone's performance in the organisation as a good idea, but they had reservations on whether it was open to abuse and would there be repercussions for misuse.
- The Committee wanted to know whether there would be an opportunity for anonymous staff feedback on the use and success of the Performance Management Strategy.
- The Committee were interested how the Performance Management Strategy would be implemented on the ground. They were particularly interested in how it would work with public facing staff and staff who work peripatetically. They requested that a report is presented from the Chief Executive on the Strategies success is fed back to the Committee in 12 – 18 months.

Equalities Impact Assessment and the Equalities Act 2010

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

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, strategies and performance data are published, and are used to inform other engagement and consultation activity.

Wellbeing of Future Generations (Wales) Act 2015

The Performance Management Strategy underpins the well-being objectives which sit within the Corporate Plan, these maximise our contribution to the well-being goals for Wales. The performance management framework set out in this strategy helps to identify potential issues and risks that may

prevent the council from achieving its objectives as well as actions to prevent them happening or getting worse.

An annual review will take place and revisions made where necessary, this will ensure the short term actions drive progress towards the longer term objectives. Working collaboratively within and across service areas will be the key to the success of this strategy, as such relevant stakeholders have been involved in the development of this strategy including the Leader of the Council, the Chief Executive, the Overview and Scrutiny Management Committee, the Corporate Management Team and the Operational Performance Network.

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

Consultees include the Scrutiny Committee as outlined in the report.

Background Papers

Minutes of the Meeting of the Overview and Scrutiny Committee, March 2018

Cabinet Report: Performance Monitoring: Improvement Plan and Wellbeing Objectives, April 2018

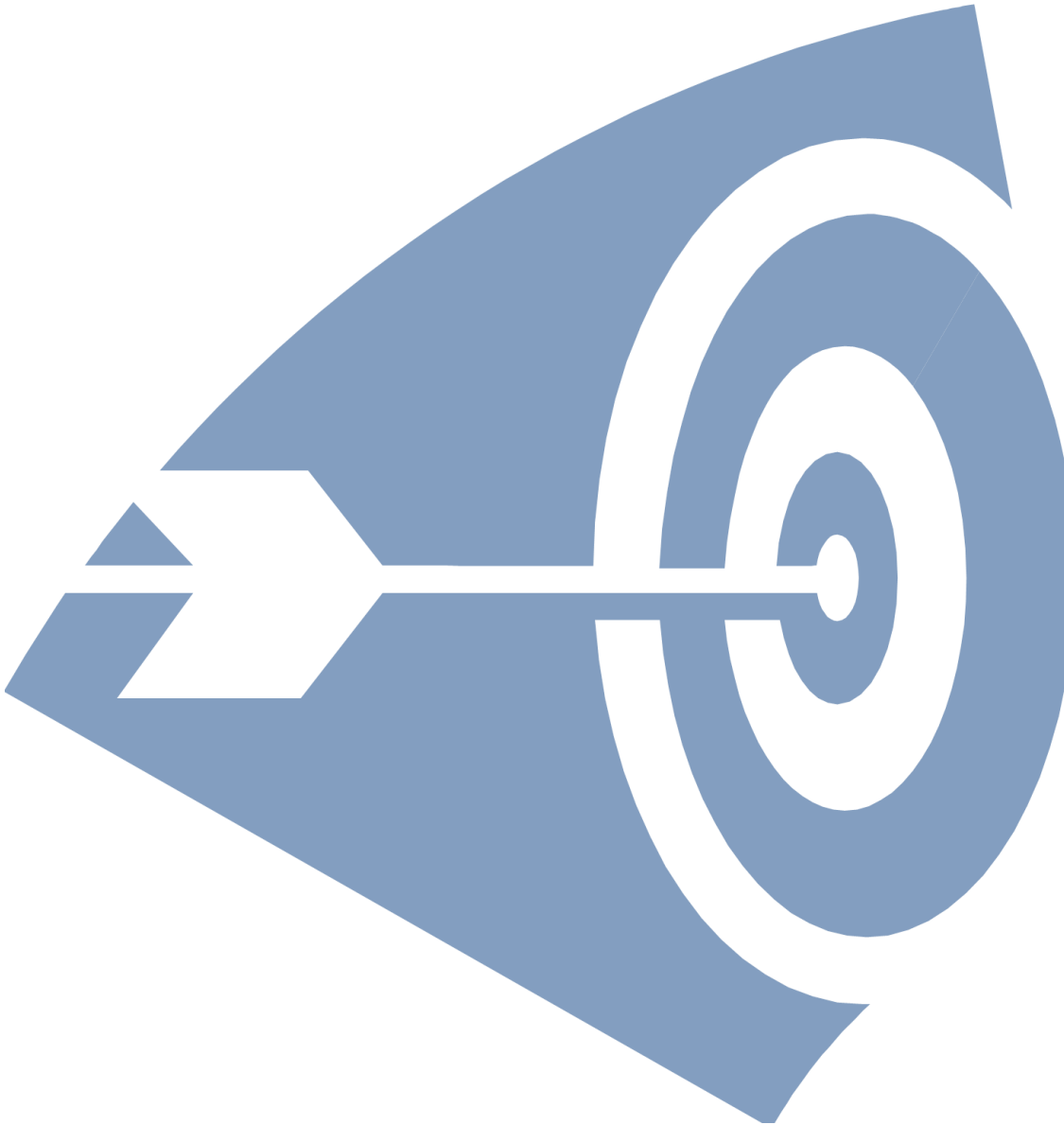
Corporate Plan

Dated: 23 May 2018

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Performance Management Strategy

2017



Business Improvement & Performance Team

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DRAFT

Foreword by the Leader of the Council and the Chief Executive

Every employee of Newport City Council demonstrates a real commitment to improving the lives of the people who live in the city. To ensure that this enthusiasm and dedication is focused in the right places, we set priorities through our Corporate Plan which outlines our vision and what we want to accomplish over the next five years.

Our Corporate Plan is based on what is important to the public through consultation and engagement, as well as the wellbeing assessment which analyses our population and the demographics within it. This allows us to predict where the most resources and services will be needed.

Like many other local authorities across Wales, our council is facing many challenges including a growing population, increased pressure on services and budget reductions. This requires a new approach to how we deliver our services. Our Corporate Plan for 2017-2022 encourages more innovative thinking to ensure that high quality services continue to be provided to the people of Newport and that we build on our successes to build a better Newport.



Cllr Debbie Wilcox | Leader of Newport City Council

Our performance management strategy aims to support the delivery of the priorities set out in the Corporate Plan and to drive a performance culture where everybody understands their role in delivering our mission of Improving People's Lives. Performance management enables the council to plan what it wants to achieve, how it will get there and to review progress to ensure we are meeting those objectives.

This strategy sets out how we plan to maximise performance to deliver continuous improvement. This requires robust challenge and accountability within our planning, monitoring and reporting frameworks which are outlined in this document. The principles of the Well-being of Future Generations Act (Wales) 2015 are embedded within this strategy and in our planning and monitoring frameworks to ensure we consider the short, medium and long term needs of the residents and communities of Newport.

We all have a role to play in Improving People's Lives and by continuing to remember that this is our mission, we will ensure that we deliver high quality services that benefit the community we serve.

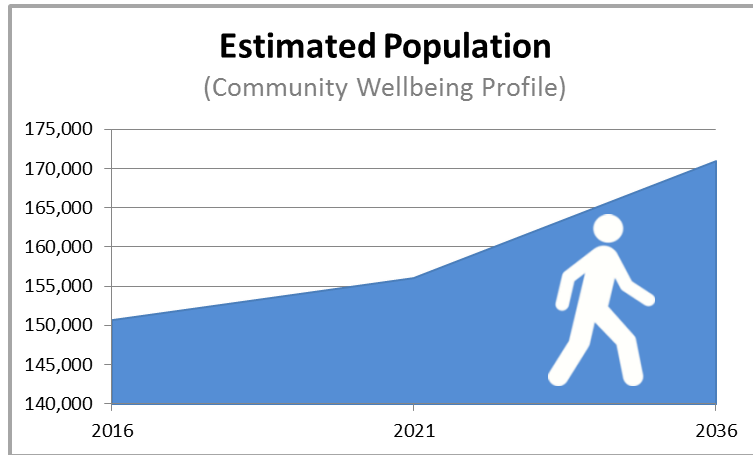


Will Godfrey | Chief Executive

Introduction and background

This strategy aims to embed a strong performance culture where everyone is aware of their contribution to the council’s vision - **Improving People’s Lives**. We intend to build on current success, and create an outcome focussed organisation that is committed to improving the social, economic, environmental and cultural well-being of Newport.

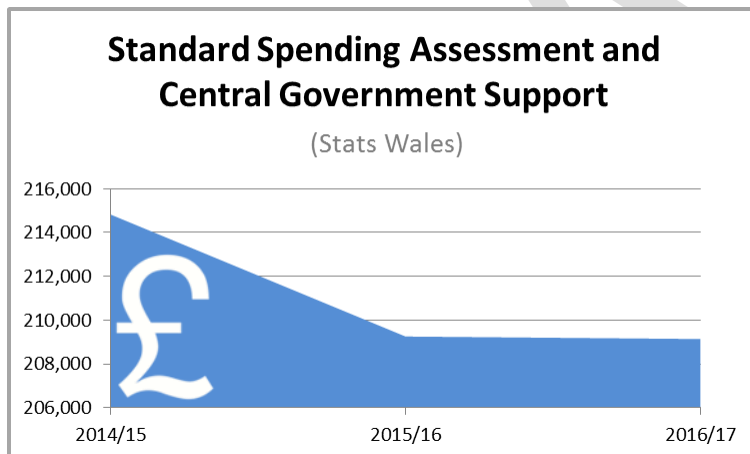
Newport City Council provides services to an estimated 150,679 citizens (Community Wellbeing Profile); this is expected to increase to 156,084 by 2021 and 170,941 by 2036.



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This strategy has been produced time of significant financial challenge within the public sector, the workforce and budgets must be carefully

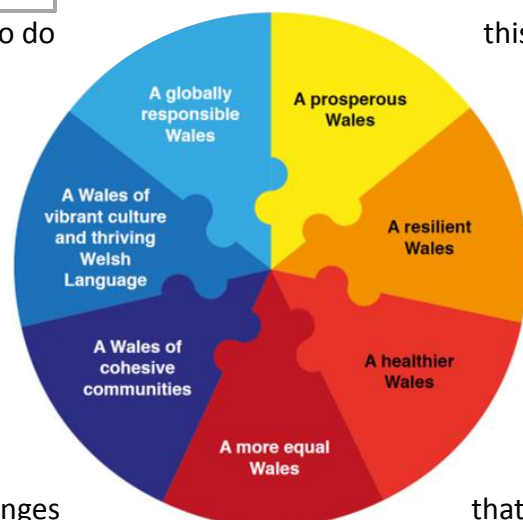
planned and managed to ensure that the council continues to deliver services to citizens and communities.



It is also a time of on-going political and legislative changes; it is through risk management and well-thought out strategic planning that the work of the Council will continue to provide improved outcomes for citizens and communities. The Council also strives to ensure compliance with current

legislation and any changes that may occur, in order to do Council works closely with external regulators.

Local authorities are responsible for delivering a wide range of services which are subject to many and varying pieces of legislation. The most notable change in 2016 was the introduction of the all-encompassing Well-being of Future Generations (Wales) Act 2015 that affects all aspects of the Council’s planning and delivery of services as well as decision making. The Act aims to give future generations a good quality of life in spite of the challenges public bodies face now and in the future. It provides a sustainable



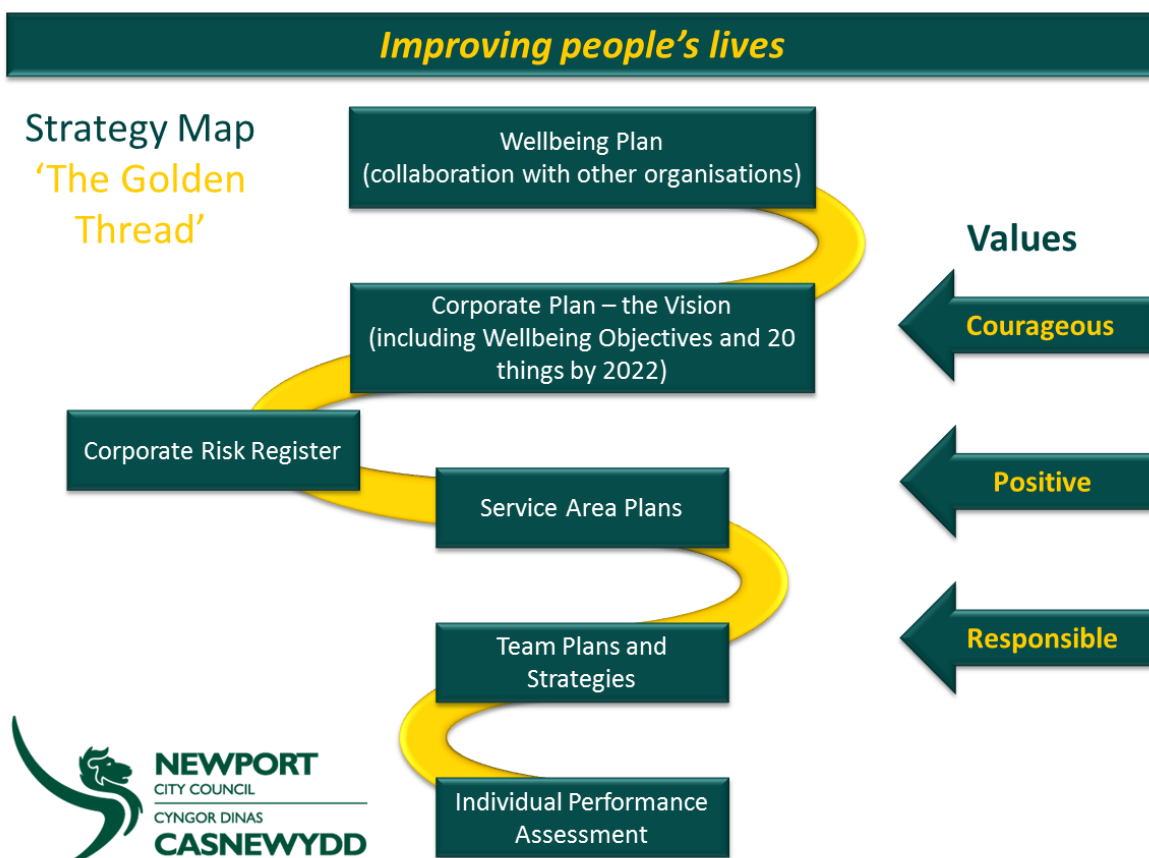
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principle for local authorities to embed into the way they work. The Council has identified its own wellbeing objectives which if achieved will maximise our contribution to the well-being goals for Wales.

The council is also subject to the local government measure 2009 as well as the Well-being of Future Generations Act 2015. This put a duty on the council to demonstrate continuous improvement through its strategic planning and performance monitoring. The council’s priorities must reflect the requirements of both acts to ensure that 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.

By focusing on a single set of council wide priorities and underpinning actions, the council is able to align its strategic plans in an integrated planning and reporting framework. The strategic plans of the Council and how they fit together is set out in the strategic planning map often referred to as the ‘golden thread’. The Wellbeing Objectives are embedded into the Corporate Plan which sets out the council’s vision - **‘Improving Peoples Lives’**. The Corporate Plan is delivered by actions that are planned and monitored in the strategic planning process. A fully integrated planning framework means that the actions carried out by individuals contribute to the Council’s overall achievement of its vision and wellbeing objectives.



To capture a snap shot of the wide range of services delivered by Councils, the Welsh Local Government Association (WLGA) has brought together key performance indicators to give an overview of the performance of local authorities - Public Accountability Measures (PAMs). The

PAMs have been reviewed by the WLGA and, following consultation with local authorities, new guidance has been issued for 2017/18 and these measures have also been aligned to the wellbeing goals. 2016 also saw the Social Services and Wellbeing (Wales) Act 2014 come into force and the introduction of a newly defined set of measures to enable better comparison between authorities and reinforce strategic planning to enable targeted resources and improvement activity.

This strategy is relevant to;

- All employees of the Council who each contribute to delivering the Council's vision through their day-to-day activities.
- All Members and managers who are responsible for assessing the Council's progress against planned objectives.

This strategy links to the Council's performance management framework for employees which sets out how the Council will manage the performance of the workforce.

How we will ensure effective performance management of our workforce

The Council's performance management framework for employees focuses on the contribution that individuals give in their operational roles in the short term, and whether their activity makes a difference to *Improving People's Lives*.

Previous delivery of performance management for employees has been through the Councils' 'My Review' process which centred on an annual appraisal of objectives set over a 12 month period. The Council now aspires to embed a continuous improvement model of performance management that does not focus on historic objectives, particularly given the frequency of change in the organisation, and instead focuses on individual contribution to service delivery in the immediate future.

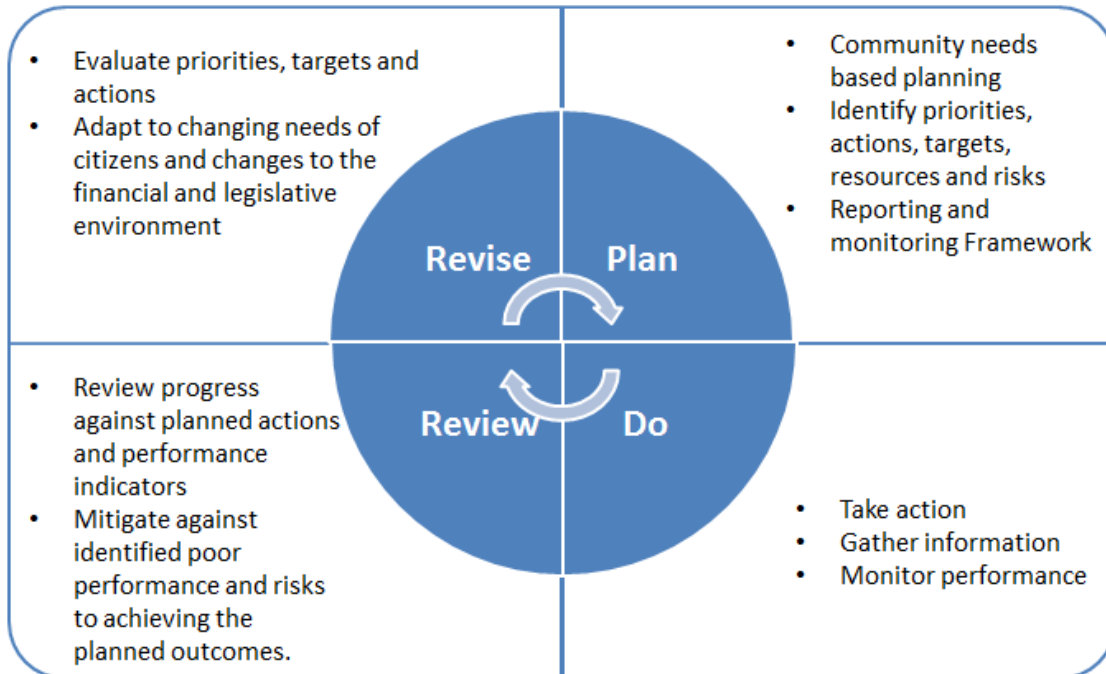
The key deliverables for Newport City Council to achieve a transformation of the way performance management is delivered are:

- Implementing 360 degree feedback throughout the organisation in a simple way
- Transforming from a manual word document to a digital platform
- Reducing the administrative resourcing demands that the My Review process generated
- User friendly system to encourage greater ease of use and buy-in
- The ability to implement timescales and have workflow generated to remind employees of actions or objectives that they had committed to delivering
- The ability to generate data and report on the full range of performance management deliverables

Moving from a paper based process to an online platform that can be accessed from any device at any time significantly moves our performance management system towards the modern and enabled function that it should aspire to be.

What is performance management?

Performance management is the process by which the Council defines its objectives, sets out how it will achieve those objectives, reviews progress and revises its processes to improve future outcomes. The industry recognised principle of 'Plan – Do – Review – Revise' summarises the principles of performance management



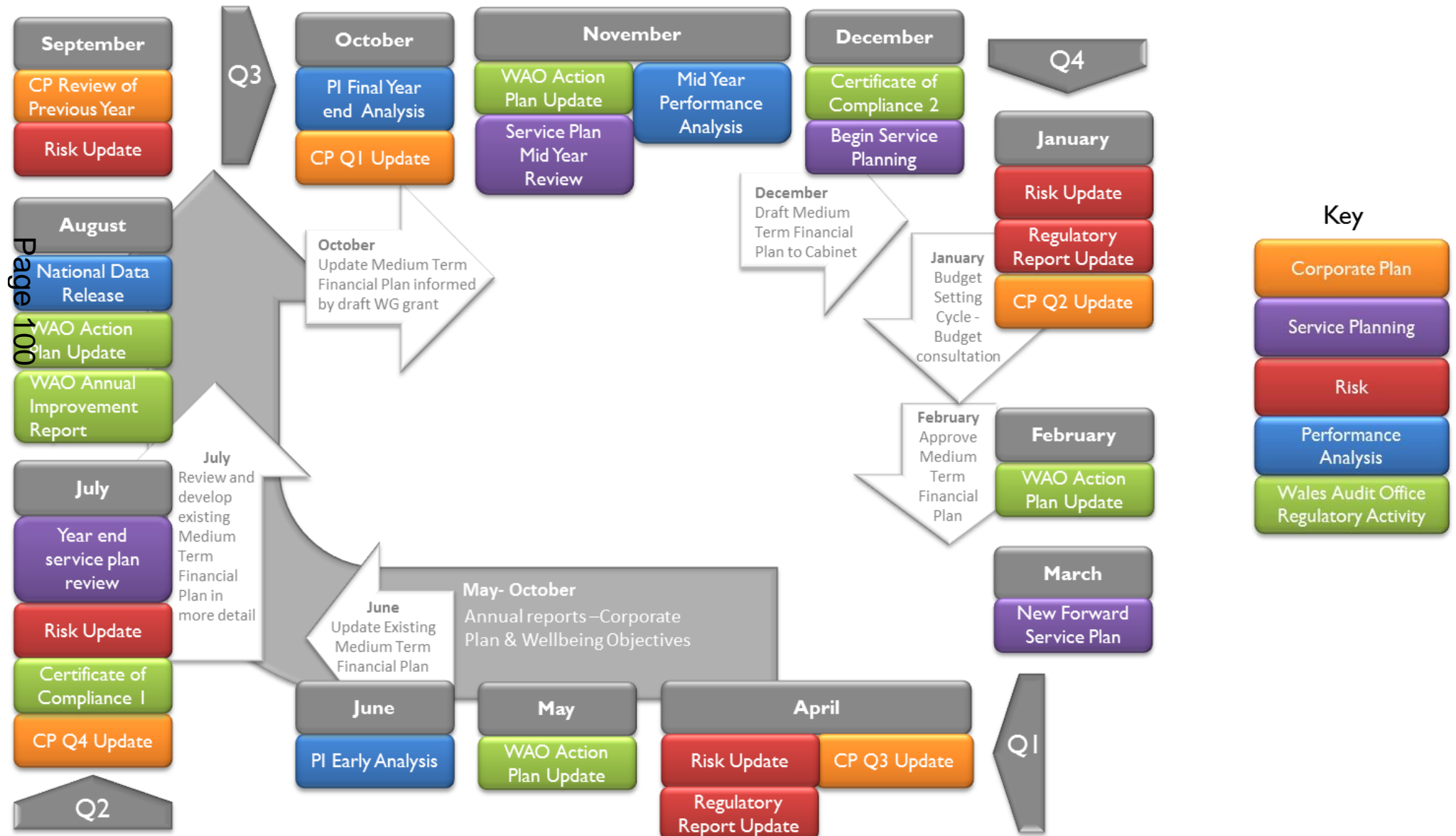
By

having a performance management framework in place, the Council can focus on the better use of its resources and meeting desired goals and objectives to achieve its vision.

The reporting that is produced to present progress made to managers, Members and the public is summarised in the performance management cycle diagram.

Performance management cycle

Performance management is cyclical and subject to review and revision of templates and processes to suit the organisations needs as well as the changing political, legislative and financial environment.



Page 100

What does effective performance management look like?

The aim of this strategy is to embed a performance culture where everyone is aware of their contribution to the Council's vision - ***Improving People's Lives***. To create an outcome focussed organisation with a strong performance management culture that is committed to improving the social, economic, environmental and cultural well-being of Newport. The following diagram summarises the key characteristics of effective performance management.



Performance Management encompasses a wide range of activities;

- Driving a performance culture
- Challenge and assurance
- Strategic planning
- Data quality
- Risk management (Corporate Risk Register)
- Wales Audit Office liaison

- Support to service areas during Wales Audit Office Reviews
- Monitoring of regulatory reports
- Management and analysis of performance data
- Implementation and development of software to meet the performance management needs of the organisation and integrating information.

Developing processes will help to drive a change in culture within the Council to focus on the vision and values through integrated strategic planning which drives the behaviours of the organisation.

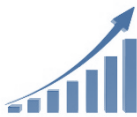
How will we do it?

There are many different elements that contribute to effective performance management arrangements, if the processes are understood and adopted by everyone who works for the Council then a culture of performance where everyone is working towards the same goal will become embedded. The areas that we have chosen to focus on are summarised here and further detail is included below;



1. Embedding a performance culture

Everyone in the Council has responsibility for performance management - it is important to ensure that everyone understands how they contribute to the vision to *Improve People's Lives*.



2. Maximising the Council's performance

To improve performance while considering the resources required in conjunction with sustainability of maximum performance levels.



3. Clear roles and accountability

Ensuring that roles and accountability in the performance management framework are clearly defined and communicated.



4. Improving data quality

Reviewing and revising the data quality process to ensure robust data for decision making.



5. Open communication of goals and achievements

The transparent communication of information to all stakeholders, sharing of good practice and assimilating feedback.



6. Development of the system to maximise its value

Planning system development to meet the Council's needs by maximising the resources available and developing expertise.



1. Embedding a performance culture

Everyone in the council has responsibility for performance management - it is important to ensure that everyone understands how they contribute to the vision to ***Improve People's Lives***.

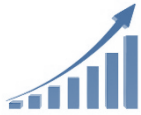
Performance data should be considered as part of a holistic approach to decision making and assessment of success.

Effective performance management enables all the service areas of the Council to plan and evidence their contribution to the delivery of the Council's vision - ***Improving People's Lives*** – and to embed the Council's values

- **Courageous**
New business management system implemented to report performance and continues to be developed to maximise its value to the Council. Data is easy to access by all staff and managers and information provided is easy to understand at a glance. Staff and managers should openly discuss and challenge performance across the council.
- **Positive**
Performance management enables the Council to monitor the positive impact it is making on areas identified for improvement and the outcomes it delivers for citizens and communities. All staff and managers should understand how they contribute to performance indicators and how we are compared to other local authorities. The Council can only maximise its performance if everyone is motivated to work towards achieving their own objectives.
- **Responsible**
The Council is responsible for maximising its performance within the resources available to provide the public with positive outcomes and value for money. Internally it is important that each planned activity has a responsible person who will drive the achievement of each objective.

Expectations of service areas:

- To ensure all staff are aware of the vision, values, strategic plans and the performance indicators that they contribute to.

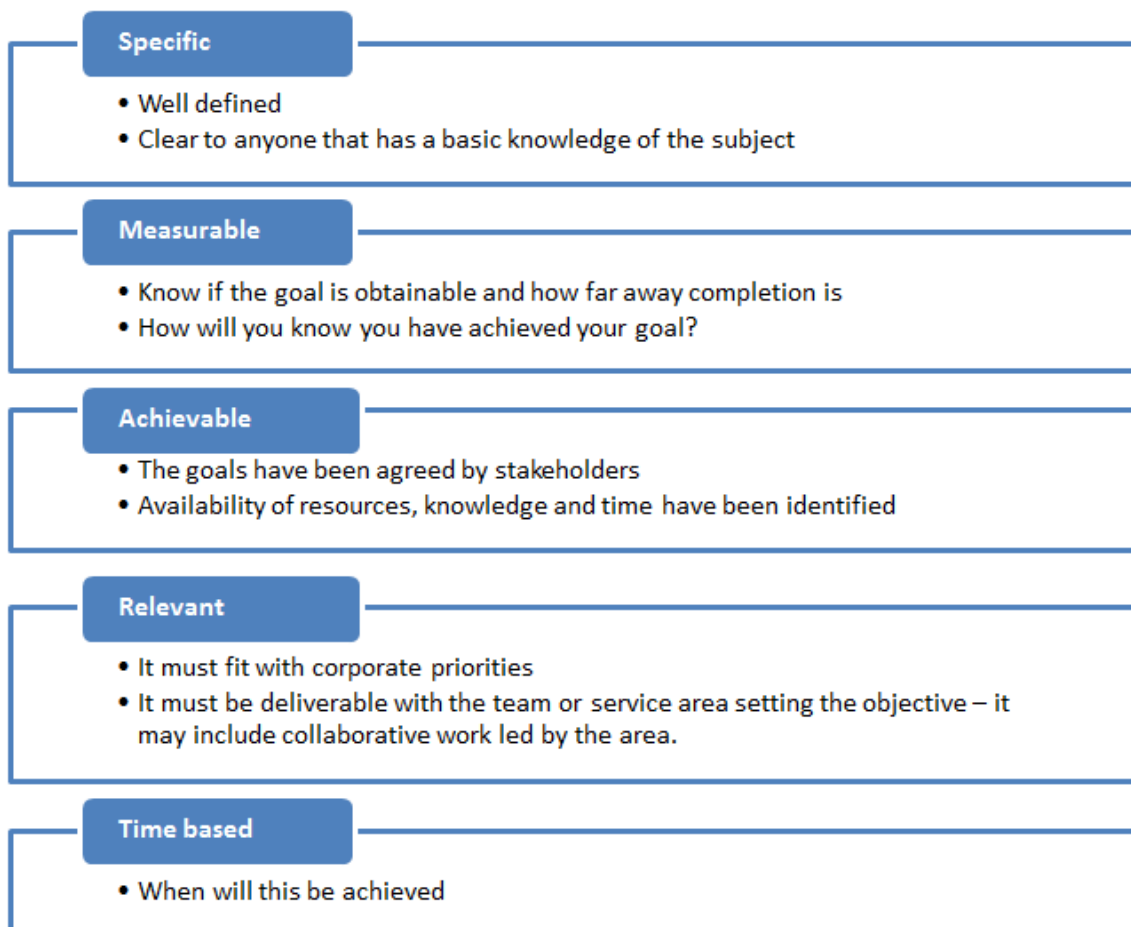


2. Maximising the Council's performance

To improve performance while considering the resources required in conjunction with sustainability of maximum performance levels.

Service planning is integral to the delivery of the Council's overarching strategies and vision. A holistic approach is taken which includes information about resources as well as objectives and performance indicators.

Objectives provide a goal to work towards and should be set using the concepts of SMART goals;



An assessment should be made of the Council's ability to carry out what it has planned by reviewing resources available to deliver the objectives and targets set.

The Council's service plans contain a number of performance indicators, some are set nationally by the Welsh Government and the Welsh Local Government Association to ensure that the Council is accountable to the public and some are set locally to reflect our progress against local priorities.

Nationally set measures are submitted annually and comparisons to other Councils are made where performance is split into quarters for each measure, with the top quarter

(quartile 1) representing the top Welsh local authorities. This helps with targeting for improvement and is used in our target setting principles.

Targets must be set for performance indicators and target setting principles agreed to ensure a consistent approach across the Council's service areas.

Four target setting principles were identified in 2017/18:

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

These will be reviewed on an annual basis.

A quality assurance process has been set up for service plans to further improve consistency and quality of service plans, this includes a peer review to provide feedback and critical thinking to help develop meaningful service plans which drive the Council further towards its vision to ***Improve People's Lives***.

The performance framework makes use of many processes and document templates. These are subject to regular review in order to ensure that they work for the organisation and assist in compliance with legislation. Regular reviewing of templates and processes ensure that constructive feedback is put into action and that the documents and processes adapt and support the changing environment of the Council.

Expectations of service areas:

- Set challenging but achievable targets
- Focus on areas that have been identified for improvement through target setting, service planning and improvement planning
- Identify actions to achieve agreed targets



3. Clear roles and accountability

The Council is ultimately accountable to the public for its performance. The Council has pledged this in its vision to Improve People's Lives, and it is important that the Council can support this vision through its planned actions and objectives.

Integrated strategic planning provides the framework by which the Council can monitor its progress in successfully delivering what it has set out to do. Reporting of progress made should include narrative against objectives and performance indicators to give a holistic view of the progress made. To be transparent and open this data should be available to the

public in the form of reports that are published as part of public meeting agendas, and also in its simplest form (i.e. as a spreadsheet) and in an easy to understand infographic.

Defined roles and responsibilities and accountabilities are important to ensure effective performance management and an operational network to highlight the use of MI Hub and performance data. The roles of colleagues in performance management are outlined in the table below.

Role	Responsibility
Members	<ul style="list-style-type: none"> • Scrutiny of plans, objectives and performance indicators • To endorse forward plans and strategies, challenge poor performance and promote good performance • Oversight of progress made against regulators recommendations and proposals for improvement
Directors	<ul style="list-style-type: none"> • Holding Heads of Service to account for performance • Ensure that service areas are contributing to delivering the vision and values of the Council • Ensure that strategic planning in service areas also takes account of the Council as a whole • Ensuring that action is being taken against regulators recommendations and proposals for improvement
Heads of Service	<ul style="list-style-type: none"> • Accountable for performance and achievement of planned objectives in their service area • Responsible for keeping Directors and relevant Cabinet Members up-to-date with performance matters • Sharing success stories and sharing best practice with others • Responsible for addressing poor performance and mitigating negative outcomes • Responsible for implementing and updating action plans to address the regulators recommendations and proposals for improvement.
Senior Managers	<ul style="list-style-type: none"> • Responsible for actions which deliver planned objectives and targeted performance • Responsible for accomplishing actions set out to address regulators recommendations and proposals for improvement
All Employees	<ul style="list-style-type: none"> • Living the values of the council • Responsible for actions which deliver planned objectives and targeted performance • Responsible for accomplishing actions set out to address regulators recommendations and proposals for improvement
Virtual Strategic Performance Network	<ul style="list-style-type: none"> • To receive updates regarding system development, service planning, data quality and data entry

Role	Responsibility
	<ul style="list-style-type: none"> To communicate these updates throughout the service area
Operational Performance Network - Service Area Performance Co-ordinators	<ul style="list-style-type: none"> Point of contact for data queries and data quality documents Attendance at Operational Performance Network meetings Co-ordinate the input of data and completion of documentation Upload documents to software system
Performance Indicator Compilers	<ul style="list-style-type: none"> Compile the data for input to MI Hub Enter data or pass on to coordinator for input Able to add commentary to the measure in MI Hub to add detail to the data Responsible for accurate gathering and calculation of PI data
Performance Indicator Reviewers	<ul style="list-style-type: none"> Responsible for reviewing the accuracy of data Responsible for reviewing the methods used to collect and calculate data in line with measure definitions
Business Improvement and Performance Team	<ul style="list-style-type: none"> Consideration of Council's objectives and performance indicators during change programme activity Provide the framework to support the Council's performance management activities Manage and report the data that is gathered in service areas Monitor and report progress made against regulators recommendations and proposals for improvement Monitor and report risk management activities
External Regulators	<ul style="list-style-type: none"> The main regulator for performance management activities is the Wales Audit Office who undertake a programme of performance related reviews each financial year

The need to deliver services that meet the needs of residents within financial constraints coupled with legislative changes is driving a more innovative approach to service delivery and more collaboration with partners and other organisations. It is important that these arrangements are properly monitored to ensure that the people of Newport are receiving value for money and a good level of service. Lessons learned from the successes and pitfalls of these arrangements must be shared to ensure the success of future arrangements.

With all heads of service and service managers now having direct access to performance information via MI Hub it is proposed that a virtual strategic performance network be established whereby a service manager with performance/planning responsibility be nominated by their head of service to receive regular email updates about system

development, service planning, data quality and data entry to ensure that service areas are kept up-to-date on performance management activities.

The performance management reporting framework below shows where information is reported and therefore where the responsibility to challenge and hold to account lies. Each service area has its own service plan which sets the objectives for each service area for the year ahead and how progress will be monitored. Through the integrated planning process detailed above, the objectives of the service plans will contribute to the delivery of the Council's vision. Each measure is assigned a Head of Service as the owner in MI Hub. Each measure is also assigned a compiler, reviewer and Service Manager who are responsible for gathering and inputting data and ensuring the data is accurate and up-to-date.

Report	Frequency	Forum
Improvement Plan update	Quarterly	Scrutiny & Cabinet
WAO Action Plan update	Quarterly	Cabinet
WAO Certificates of Compliance	2 per year	Cabinet
WAO Data Quality Review	Annual	Cabinet
Early Year End Performance Analysis	Annual	Scrutiny & Cabinet
Final Year End Performance Analysis	Annual	Scrutiny & Cabinet
Mid-year Performance Analysis	Annual	Scrutiny & Cabinet
Service Plans	Annual	Cabinet Member
Mid-year Service Plan Review	Annual	Cabinet Member
Year End Service Plan Review	Annual	Cabinet Member
Corporate Risk Register Update	Quarterly	Cabinet & Audit Committee
Annual Review of Corporate Risk Register	Annual	Cabinet & Audit Committee
Regulatory Reports Monitoring	Half Yearly	Audit Committee

In order to demonstrate the real changes that our services make to the people of Newport, it is important to continue to deliver a holistic outcome focussed approach, rather than simply using measures of processes and outputs as arbiters of success. By further integrating the Councils key plans the linkages in the strategic map (Golden Thread) will be strengthened and unite the common purpose of Improving People's Lives.

The performance management framework and its implementation by the Council is subject to review by the Wales Audit Office who assess each year whether the Council is likely to meet its statutory duties.

Expectations of service areas:

- Ensure a service area co-ordinator has been nominated to attend the Operational Performance Network Meetings and co-ordinate data collection, self-assessments and completion of local definitions.

- Nominate a service manager with responsibility for performance and service planning for the Strategic Performance Network to receive email updates regarding system development, service planning, data quality and data entry to ensure that service areas are up-to-date on performance management activities and requirements.



4. Improving data quality

Assurance of data quality and fit for purpose strategic planning are essential to ensure that the Council is measuring the right things and delivering meaningful outcomes for the citizens of Newport.

An updated data quality framework will be introduced that will include greater monitoring of data quality centrally. MI hub will allow for easier access to reports that generate data in order for desk top checks to be carried out on a sample basis.

Further quality assurance of self-assessments and local definitions will contribute to more meaningful measures and credible data.

Sharing of good practice with other authorities helps us to take a more standardised approach which will make monitoring of any partnership or collaboration arrangements easier and will support data integrity at a regional and national level.

Expectations of service areas:

- To follow data quality processes and assure the accuracy of data when it is gathered, input and reported by:
 - Ensuring local definitions have been completed for local measures to define what is being measured and how.
 - Ensuring self-assessments are completed each year for all measures.
 - Working with the performance management team and internal audit to plan actions to address issues with data quality.



5. Open communication of goals and achievements

The transparent communication of information to all stakeholders, sharing of good practice and assimilating feedback.

A collaborative approach to performance management between teams and service areas in the Council, all understanding the common aims and objectives. Regular communication with other councils to share good practice.

Accessible information is very important, regular access to current information will allow managers and staff to maximise performance by being able to see performance over time and whether performance is improving.

The Council also aims to be open and transparent in its reporting and publication of performance data.

Providing and assimilating feedback is an important aspect of performance management. Processes must be continually reviewed to ensure that they are fit for purpose and adding value.

Expectations of service areas:

- Ensure data is input into MI Hub at the earliest possible opportunity and updates are provided by deadlines set.



6. Development of the system to maximise its value

The implementation of the MI Hub (InPhase) software in 2016 has enabled officers across the Council to access their latest available performance information directly, the software analyses the data so that an overall assessment of performance can be made at a glance. The system has also facilitated closer monitoring of Council performance compared with the latest available all Wales data.

MI Hub is highly customisable and further development of the system will enable a more integrated approach to performance management; strategic planning and balanced scorecards that incorporate financial and non-financial information.

Specific training around the use of MI Hub and data quality are fundamental to the successful delivery of this Performance Management Strategy. The delivery of training will be planned in conjunction with the further development of the system. System development will focus on integrated planning and making full use of the systems capability and the information it holds.

Performance Management staff must be fully trained to develop and maintain the system and to support the strategic planning process. The system will be developed to support an integrated planning and monitoring process and to fit the needs of the Council. A citizen portal will be developed that can be accessed by citizens without the need to login.

Expectations of service areas:

- Use MI Hub to view and monitor performance.
- Communicate with the Performance Management team if there are any issues with MI Hub or any areas for development.

Appendix

Performance Indicators 2017/18

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	PI Reference	PI Name
Adult & Community Services	ACS/13 PAM/024	% of adults satisfied with their care & support (SSPM, PAM) (A)
Adult & Community Services	ACS/15 PAM/026	% of carers that feel supported (SSPM, PAM) (A)
Adult & Community Services	ACS/18	The percentage of adult protection enquiries completed within 7 days (SSPM, IP2) (M)
Adult & Community Services	ACS/19 PAM/025	Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)
Adult & Community Services	ACS/20a	% of adult who completed a period of Reablement - reduced package of care and support (SSPM, IP1) (A)
Adult & Community Services	ACS/20b	% of adults who completed a period of Reablement - no package of care and support 6 months later (SSPM, IP1) (A)
Adult & Community Services	ACS/21	Length of time (days) adults are in care homes (SSPM) (M)
Adult & Community Services	ACS/22	Average age of adults entering residential care homes (SSPM) (M)
Adult & Community Services	ACS/23a	% of adults who have received support from the information, advice and assistance service & have not contacted the service again during the year (SSPM) (A)
Adult & Community Services	ACS/23b	% of adults who have received support from the information, advice and assistance service & have not contacted the service again during the year (aged over 75) (SSPM, IP1)(A)
Children & Young People Services	CYP/13 PAM/027	% of children satisfied with their care & support (SSPM, PAM) (A)
Children & Young People Services	CYP/24 PAM/028	% of assessments completed for children within statutory timescales (SSPM, PAM) (M)
Children & Young People Services	CYP/25	% of children supported to remain living within their family (SSPM) (M)
Children & Young People Services	CYP/26	% of looked after children returned home from care (SSPM) (M)
Children & Young People	CYP/27	% of re-registrations of children on local authority Child Protection Registers

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	PI Reference	PI Name
Services		(SSPM) (M)
Children & Young People Services	CYP/28	The average length of time for all children who were on the CPR during the year (SSPM) (M)
Children & Young People Services	CYP/29a	% of children achieving the core subject indicator at key stage 2 (SSPM) (A)
Children & Young People Services	CYP/29b	% of children achieving the core subject indicator at key stage 4 (SSPM) (A)
Children & Young People Services	CYP/30	% of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)
Children & Young People Services	CYP/31	% of children looked after who were registered with a GP within 10 working days (SSPM) (M)
Children & Young People Services	CYP/32 SCC/002	% of looked after children who have had 1 or more changes of school (SSPM, SP) (M)
Children & Young People Services	CYP/33 PAM/029	% of looked after children who have had 3 or more placements (SSPM, PAM, SP) (M)
Children & Young People Services	CYP/34a	Care leavers who are in education, training or employment at 12 months (SSPM) (M)
Children & Young People Services	CYP/34b	Care leavers who are in education, training or employment at 24 months (SSPM) (M)
Children & Young People Services	CYP/35	% of care leavers who have experienced homelessness during the year (SSPM) (M)
Education	PAM/003 (EDU/L/058)	% pupils achieving the expected outcome at the end of the Foundation Phase (PAM) (A)
Education	PAM/004 (EDU/003)	% pupils achieving the expected outcome at the end of KS2 (PAM) (A)
Education	PAM/005 (EDU/004)	% pupils achieving the expected CSI outcome at the end of KS3 (PAM, IP6) (A)
Education	PAM/006 (EDU/017)	Pupils achieving level 2 threshold including English & Maths % (PAM, IP6) (A)
Education	PAM/007 (EDU/016a)	Attendance Primary Year-end % (PAM, IP6) (A)
Education	PAM/008 (EDU/016b)	Attendance Secondary Year-end % (PAM, IP6) (A)
Education	PAM/009	% Young people NEET Year 11 (PAM, IP5) (A)

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	PI Reference	PI Name
Law & Regulation	PAM/023 (PPN/009)	% Food establishments broadly compliant with food hygiene standards (PAM) (Q)
Newport City Council (People & Business Change)	PAM/002	% of people that agree their local council provides high quality services (PAM) (A)
People & Business Change	PAM/001 (CHR/002)	National Sickness Days lost (PAM) (A)
Regeneration, Investment & Housing	PAM/012 (RIH/L/044)	The percentage of households for whom homelessness was prevented (PAM, IP3) (Q)
Regeneration, Investment & Housing	PAM/013	% of empty private properties brought back into use (PAM) (HY)
Regeneration, Investment & Housing	PAM/014	Number of new homes created as a result of bringing empty properties back into use (PAM)(HY)
Regeneration, Investment & Housing	PAM/015a (PSR/002)	Adaptions DFG days delivery avg. (PAM, IP3, SP) (HY)
Regeneration, Investment & Housing	PAM/015b (PSR/006)	Ave days non-DFG minor adaptations (IP3) (HY)
Regeneration, Investment & Housing	PAM/016 (LCL/001b)	Use of Public Library Services (PAM) (Q)
Regeneration, Investment & Housing	PAM/017 (LCS/002b)	Visits to Sport and Leisure Centres (PAM) (Q)
Regeneration, Investment & Housing	PAM/018	% of all planning applications determined in time (PAM) (Q)
Regeneration, Investment & Housing	PAM/019	% of planning appeals dismissed (PAM) (Q)
StreetScene & City Services	PAM/010 (STS/005b)	Bi-Monthly Cleanliness Inspections of highways & relevant land % (PAM) (BM)
StreetScene & City Services	PAM/011 (STS/006)	Response Rates For Removing Reported Fly Tipping Incidents (PAM) (M)
StreetScene & City Services	PAM/020	% of principal A roads that are in overall poor condition (PAM) (A)
StreetScene & City Services	PAM/021	% of principal B roads that are in overall poor condition (PAM) (A)
StreetScene & City Services	PAM/022	% of principal C roads that are in overall poor condition (PAM) (A)
StreetScene & City Services	PAM/030 (WMT/010 WMT/009b)	Municipal waste reused, recycled and composted (PAM, IP7) (Q)

National Measures (Public Accountability Measures (PAMs) & Social Services Performance Measures (SSPM))		
Service Area	PI Reference	PI Name
StreetScene & City Services	PAM/031 (WMT/004b)	Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)
Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
Adult & Community Services	ACS/L/24	Number of assessments of need for support for carers (IP2) (Q)
Adult & Community Services	ACS/L/25	Number of people per month who have received a proportionate assessment (M)
Adult & Community Services	ACS/L/26	Number of people receiving a service from the Rehabilitation Officer (Visual Impairment) (M)
Adult & Community Services	ACS/L/28	% citizens who, after the Welsh Active Offer, choose to have a service delivered in Welsh (M)
Adult & Community Services	CCAS/L/026	OT Assessments & Reviews % (IP1) (M)
Adult & Community Services	CCAS/L/027	Number of integrated assessments completed per month (IP2) (M)
Children & Young People Services	YJ/L/13	Number of first time entrants into youth justice system (IP8) (M)
Children & Young People Services	YJ/L/14	Number of young people sentenced to custody (IP8) (M)
Children & Young People Services	YJ/L/18	% Young People Out of Court Disposals Re-offend within 12 months (IP8) (Q)
Children & Young People Services	YJ/L/19	% Young people statutory orders who re-offend within 12 months (IP8) (Q)
Children & Young People Services	YJ/L/21	% of closed cases for victims participating in an indirect or direct process (Q)
Education	EDU/006 ii)	Pupils KS3 Teacher Assessment in Welsh % (A)
Education	EDU/010b)	Total no of days lost to secondary fixed term exclusions (IP6) (A)
Education	EDU/L/061	Percentage of FSM pupils achieving Level 2 Inclusive (IP6) (A)
Education	EDU/L/062	Pupils achieving Level 2 Maths (IP6) (A)
Education	EDU/L/063	Pupils achieving Level 2 English (IP6) (A)
Education	EDU/L/064	% of pupils achieving KS4 level 2 (A)
Education	EDU/L/065	Increase in the no of schools being accredited at Healthy Schools Level 4 and 5 (A)
Education	EDU/L/066	Increase in no of schools who have gained the National Quality Award in Healthy

Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
		Schools (A)
Education	EDU/L/067 (RIH/L/048)	% young people recorded as unknown following compulsory education (IP5) (A)
Education	NEET\11	% Young people NEET 13 (IP5) (A)
Finance	CFH/006	Payment of Invoices within timescales % (M)
Finance	CFH/007	Council Tax Collection % (Q)
Finance	CFH/008	Non Domestic Rates Collection % (Q)
Finance	FIN/L/001	Audit Reports completed (Q)
Finance	FIN/L/013	% agreed management actions - implemented within 6 months (A)
Finance	FIN/L/014	% total council tax collected as % of 17/18 budgeted amount (Q)
Finance	FIN/L/020	Budget gap on 4 year MTRP (A)
Finance	FIN/L/022	No of suppliers on full e-invoicing (A)
Finance	FIN/L/023	Increase Council Tax accounts paid by Direct Debit (A)
Finance	FIN/L/024	No of suppliers using Lodge Cards (A)
Law & Regulation	HRP/041	Total number of social media followers (Q)
Law & Regulation	LS/L/008	Legal Searches in 5 days % (M)
Law & Regulation	LS/L/021	Customers seen within 10 minutes % (M)
Law & Regulation	LS/L/027	% ASB incidents resolved by wardens (Q)
Newport City Council (People & Business Change)	SLT/010	Performance above target % green (M)
People & Business Change	C&I/L/005	FOI Responses in time (Q)
People & Business Change	HRP/046	% managers developing managerial skills (Q)
People & Business Change	HRP/049	Number of employees trained in Welsh awareness (Q)
People & Business Change	HRP/051	Number of staff trained in Prevent PVE (Q)
People & Business Change	PBC/053	Number of young people actively involved in Newport Youth Council work (Q)
People & Business Change	PBC/059	ICT System Availability % (Q)
People & Business Change	PBC/060	ICT calls resolved against SLA % (Q)
People & Business Change	PBC/062	% ICT Helpdesk calls resolved at first point of contact (Q)

Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
Regeneration, Investment & Housing	NEET\01	Number of young people accessing children and YP skills project (IP5) (Q)
Regeneration, Investment & Housing	NEET\09	% 16 - 18 yr. olds not in education, employment or training (IP5) (A)
Regeneration, Investment & Housing	PLA/006	Planning affordable housing units # (A)
Regeneration, Investment & Housing	RIH/L/043	No. people approaching authority for housing advice and assistance (IP3) (Q)
Regeneration, Investment & Housing	RIH/L/045	Number of 16-17 year old entrants into Work Based Learning Academy (IP5) (Q)
Regeneration, Investment & Housing	RIH/L/046	Number of 18-24 year old entrants into Work Based Learning Academy (IP5) (Q)
Regeneration, Investment & Housing	RIH/L/049	Number of 16-17 year olds progressing from WBLA to further opportunity (IP5)(Q)
Regeneration, Investment & Housing	RIH/L/050	Number of 18-24 year olds progressing from WBLA to further opportunity (IP5) (Q)
Regeneration, Investment & Housing	RIH/L/051	% of residents commuting out of Newport for work (A)
Regeneration, Investment & Housing	RIH/L/052	Number of jobs created (IP4) (A)
Regeneration, Investment & Housing	RIH/L/053	Value of business support grants awarded (IP4) (Q)
Regeneration, Investment & Housing	RIH/L/054	Number of businesses supported (IP4) (Q)
Regeneration, Investment & Housing	RIH/L/055	Number of new business start-ups (IP4) (HY)
Regeneration, Investment & Housing	RIH/L/056	Housing delivery (all tenures) (IP4) (A)
Regeneration, Investment & Housing	RIH/L/057	Reduction in number of vacant commercial properties in the City Centre (IP4) (A)

Local Service Plan Measures (including Improvement Plan and Wellbeing Objective measures)		
Service Area	PI Reference	PI Name
Regeneration, Investment & Housing	RIH/L/058	% of people who think Newport is a good place to live (A)
Regeneration, Investment & Housing	RIH/L/059	% of people who think Newport is becoming a better place to live (A)
Regeneration, Investment & Housing	RIH/L/060	Number of renewable energy projects granted planning permission (HY)
Regeneration, Investment & Housing	RIH/L/061	Value of tourism (A)
Regeneration, Investment & Housing	RIH/L/062	Increase in the number of visitors to attractions in Newport (A)
Regeneration, Investment & Housing	RIH/L/063	% Working age adults with no qualifications (A)
Regeneration, Investment & Housing	RIH/L/064	% of working age adults with qualifications at NQF4 or above (A)
Regeneration, Investment & Housing	RIH/L/065	Reduction in the number of private homes empty for more than 6 months (A)
Regeneration, Investment & Housing	RIH/L/066	Reduction in the number of households found to be statutory homeless (s75) (HY)
StreetScene & City Services	SCS/L/001	Number of active travel journeys (Q)
StreetScene & City Services	SCS/L/002	Number of visitors to city parks, open spaces and coastal path (Q)
StreetScene & City Services	SCS/L/003	No of events held on a range of countryside, biodiversity & recycling related matters (Q)
StreetScene & City Services	STR/L/018	% of municipal waste recycled at the HWRC (IP7) (Q)

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Report

Cabinet

Part 1

Date: 23 May 2018

Item No: 7

Subject Corporate Risk Management Strategy

Purpose To present cabinet with an updated version of the council's Corporate Risk Management Strategy

Author Head of People and Business Change

Ward All

Summary The Corporate Risk Management Strategy has been reviewed and revised to strengthen existing arrangements and support the delivery of the Corporate Plan. Anticipating and preparing for future challenges, trends, threats and opportunities is an essential part of the councils risk strategy and allows for better preparedness and the incorporation of mitigation into planned activities and policies.

This helps the council to take a longer-term strategic approach, and makes present policy more resilient to future uncertainty.

Proposal To endorse the Corporate Risk Management Strategy

Action by Heads of Service
Performance Team

Timetable Immediate

This report was prepared after consultation with:

- The Leader of the Council
- Chief Executive
- Strategic Directors
- Heads of Service
- Operational Performance Network

Signed

Background

The council's risk strategy was developed in 2014, since this time, there have been legislative changes and a new corporate plan has been agreed. The service planning process is being developed to create longer term plans that will fit with the 5 year timeframe of the corporate plan, and to form a more integrated approach to strategic planning. The corporate risk register has been refreshed to reflect risks to the council achieving the objectives set out in the corporate plan; it is a live document that reflects the main risks the council faces and considers the wellbeing profiles that demonstrate population estimates and demographic analysis.

It is timely that the corporate risk strategy be revised to support the delivery of the corporate plan as well as to consider the impact of legislative changes on the way council supports communities and delivers services. This strategy sets out the councils aim to embed risk management into its strategic planning framework and into the day to day to day activities that deliver the outcomes of the councils strategic plan.

Strategy

The revised Risk Management Strategy reflects a revised approach to risk management and improved processes for identifying and escalating risk. The potential benefits of this approach are improved decision making, avoidance of shocks and the ability to mitigate threats and take advantage of opportunities.

The strategy recognises the complex and diverse nature of the organisation and the importance of the risk register as a record of the significant risks to the council and the actions being taken in response to these risks. Anticipating and preparing for future challenges, trends, threats and opportunities is an essential part of the councils risk strategy and allows for better preparedness and the incorporation of mitigation into planned activities and policies. Horizon scanning allows the council to consider how emerging trends and developments might potentially affect current policy and practice. This helps the council to take a longer-term strategic approach, and makes present policy more resilient to future uncertainty.

Risk management practice continues to improve and the strategy represents an important step in this development. As outlined in the strategy a risk appetite statement will also be developed to support this.

The strategy aims to embed the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015 into the process as outlined in the strategy and the diagram below.



Financial Summary

None

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
That the strategy is not adopted and used across the council	M	L	The strategy will be communicated across the council. Risk is already embedded in Service plans as well as the corporate risk register further development of the MI Hub business management software will allow these risks to become intrinsically linked.	Head of People and Business Change

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The performance management strategy supports the delivery of the council's corporate plan and wellbeing objectives and is linked to the risk management strategy and people and culture strategy.

Options Available and considered

1. To implement the revised Corporate Risk Management Strategy
2. Decide to not implement the revised Corporate Risk Management Strategy

Preferred Option and Why

Option 1 is the preferred option; implementation of this strategy will strengthen existing arrangements and strengthen the existing risk management process.

Comments of Chief Financial Officer

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

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. The Council's risk management strategy is an integral part of its strategic planning framework and is now being revised to take account of the new corporate plan objectives, new and anticipated changes in legislation and changes in service needs and demands. This will provide a more resilient basis for future service planning, aligned to the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015.

Comments of Head of People and Business Change

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

As outlined in the report, the Corporate Risk Management Strategy supports the achievement of the well-being objectives which sit within the Corporate Plan, the risk management process considers the Well-being of Future Generations by considering risks that may occur in the longer term that may prevent the council from achieving its objectives as well as actions to prevent them happening or getting worse. Good risk management is an enabling process that allows the council to operate effectively despite the challenges it faces.

Comments of Cabinet Member

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

Local issues

No local Issues

Scrutiny Committees

The views of audit committee as outlined below have been taken into account when developing the strategy

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

Members raised a number of issues:

- The future is unforeseen so how can future risk be managed? – In terms of 5-10 years in the future there is capability but 35 years into the future would be more problematic. Therefore the need to balance risk is important.
- Is there a formal process for good practice and lessons learned? – Part of the outcomes being considered are in relation to communications mechanisms.
- In terms of support for an effective risk culture is it low, medium? – The Council has an appetite for risk in terms of the Executive and set in policy. The risk is low/medium dependant on which area of policy is being considered. It is low when there is a detrimental impact.
- A fundamental risk is the fact that people need to know the Risk Management Strategy is in place and have an understanding of how to use it. It is important to ensure the workforce know they have to assess risk. How does the Council ensure this across the whole workforce? – This is a service planning and communication challenge – To manage risk and a range of other factors as well.
- Is there a universal framework for risks? When examining risks is the Council seeking out best practice in other councils and working collaboratively on a wider basis? Yes, there is the Management Information Hub which all employees can access. There is a Risk Register which is continually updated and the Service Plans include a section on risk management. This allows the Council to physically join everything up. Certain risks do not just apply to the Council but other organisations and it is about matching risks against other organisations. There is also the Good Practice Exchange - The Wales Audit Office which contains good practice case studies from other local authorities.
- With more and more risks is it more difficult for the Council to obtain insurance? – The Head of People and Business Change was not aware of any examples but could find out. Insurance costs have gone up for all concerned.
- Were there examples of where the Council had avoided danger? – There had been two reasonably significant events this year – the red weather warning and the ransomware attack. Weather was on the rota for civil contingencies. A lessons learned activity had been undertaken which fed into the operational plan. There had been a regional as well as an organisational response. Newport handled the emergency very well and Newport staff had been on call 24/7.
- The sustainable development principles of the Wellbeing of Future Generations (Wales) Act 2015 were embedded in the process and framed each risk but where did the Council think it would be able to make differences as a result of the strategy and what had been put in place that had not been there before? – This is not a new development. Challenging risk is the goal. There is a need to raise this in the organisation's conscience. Risk needs to be taken into account when making decisions and considerations of other opportunities that arise

Agreed:

To note the Draft Corporate Risk Management Strategy.

Equalities Impact Assessment and the Equalities Act 2010

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

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, strategies and risk data are published, and are used to inform other engagement and consultation activity.

Wellbeing of Future Generations (Wales) Act 2015

The Corporate Risk Management Strategy directly relates to the five ways of working outlined in the sustainable development principle of the Well-being of Future Generations (Wales) Act 2015. Risk management is a method of preventing problems before they occur or from worsening, sound risk management enables the council to meet its Well-being Objectives. The risk management process centres on the strategic objectives of the corporate plan and is framed by the principles of the Wellbeing of Future Generations (Wales) Act 2015 at each stage.

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, are detailed in each application report in the attached schedule.

Background Papers

Corporate Risk Register, Cabinet, 13th September 2017

Corporate Risk Register, Audit Committee, 25th September 2017

Corporate Risk Register, Cabinet, 17th January 2018

Corporate Risk Register, Audit Committee, 23rd January 2018

Dated: 23 May 2018

Newport City Council
Corporate Risk Management
Strategy

DRAFT

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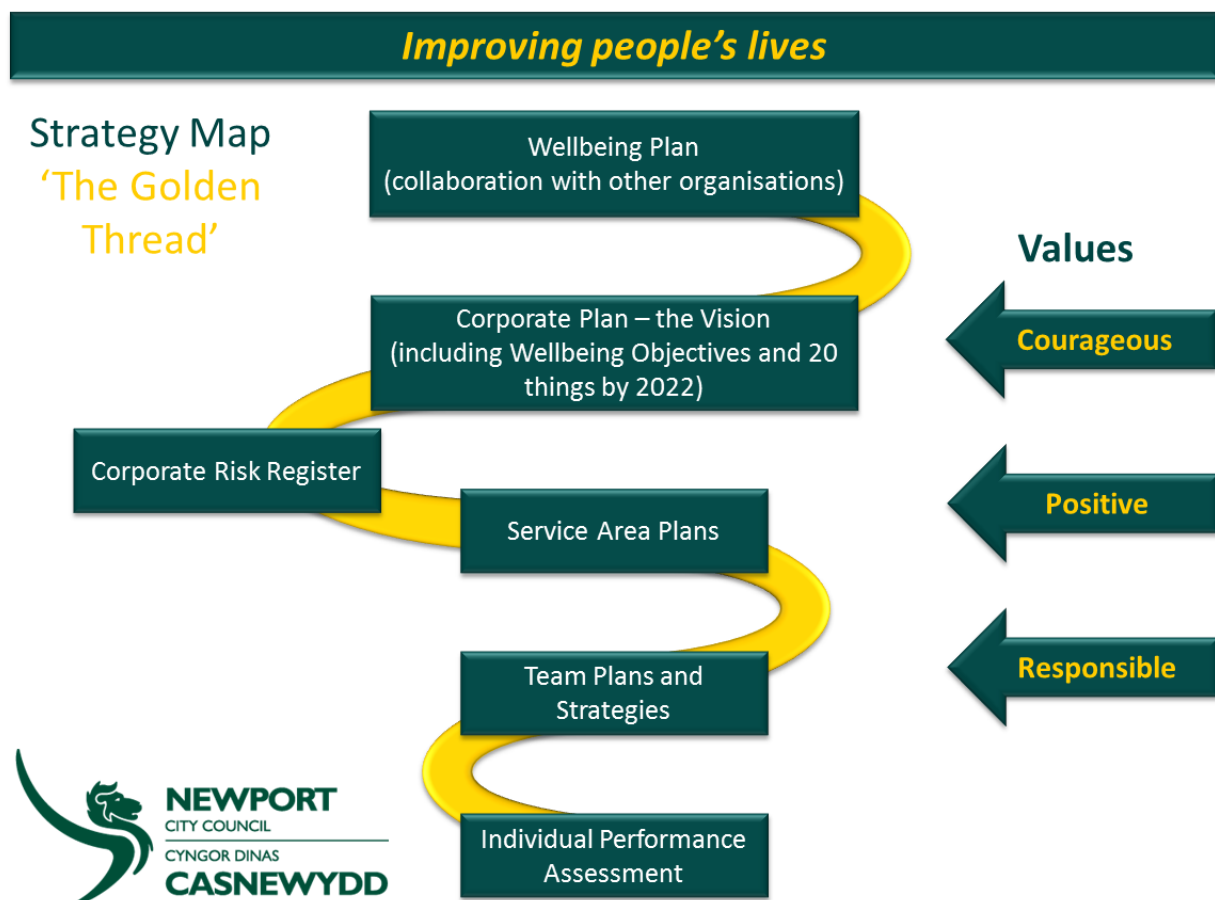
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Introduction and background

Newport City Council is a complex organisation that provides a diverse range of services to over 150,000 people. It works to improve the lives of the people who live and work in Newport and supports communities to develop and prosper.

The council has a vision to improve people's lives, and to do this, objectives are set in the corporate plan that are intended to deliver this vision by 2022 and also to ensure that the council is able to deliver the £30 million savings required by 2022 whilst still delivering quality services to citizens.






It is essential that risks to the council delivering these objectives and savings are identified, monitored and managed. In order to do this a corporate risk register is maintained, reviewed and revised. Actions to mitigate the risks are defined and progress to implement these actions is monitored regularly.



The corporate risk register is a record of the significant risks to the council and the actions being taken in response to these risks. Anticipating and preparing for future challenges, trends, threats and opportunities is an essential part of the council's risk strategy and allows for better preparedness and the incorporation of mitigation into planned activities and policies. Horizon scanning allows the council to consider how emerging trends and developments might potentially affect current policy and practice. This helps the council to take a longer-term strategic approach, and makes present policy more resilient to future uncertainty.

Wellbeing of Future Generations

There will be long term risks that will affect both the delivery of services and the communities that the council supports. The council's wellbeing objectives and the five ways of working defined in the corporate plan are framed by the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015, risks identified through the corporate risk process take account of the short, medium and long term risks, as do the steps that will be taken to ensure the risks are well managed. The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Sustainable Development Principle	
	Long Term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
	Prevention How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
	Integration Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
	Collaboration Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
	Involvement The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Current Position

The council has a risk strategy that was developed in 2014, since this time, there have been legislative changes and a new corporate plan has been agreed. The service planning process is being developed to create longer term plans that will fit with the 5 year timeframe of the corporate plan, and to form a more integrated approach to strategic planning. The corporate risk register has been refreshed to reflect risks to the council achieving the objectives set out in the corporate plan; it is a live document that reflects the main risks the council faces and considers the wellbeing profiles that demonstrate population estimates and demographic analysis.

It is timely that the corporate risk strategy be revised to support the delivery of the corporate plan as well as to consider the impact of legislative changes on the way council supports communities and delivers services. This strategy sets out the councils aim to embed risk management into its strategic planning framework and into the day to day to day activities that deliver the outcomes of the councils strategic plan.

Purpose

The purpose of the risk management approach outlined in this document is to provide a framework to further develop the existing risk process by:

- Embedding a risk management culture into everyday activities
- Providing standard definitions and language to underpin the risk management process
- Promoting a consistent approach to identifying and assessing risks throughout the council
- Clarifying roles and responsibilities for managing risk
- Implementing an approach that meets current legislative requirements, follows best practice and relevant standards.

What is risk management?

Risk can be defined as an uncertain event that, should it occur, will have an effect on the Council's ability to achieve its objectives and/or damage its reputation. It is the combination of the probability of an event (likelihood) and its effect (impact).

Risk management generated opportunities can arise as a consequence of effectively managing risks, for example additional grant funding or improved working practices.

Risk management is the application of strategies and processes to identify and manage risks that are unacceptable to the council.

Managing risk processes effectively enables the council to safeguard against potential threats and exploit potential opportunities to improve services and provide better value for money.

Risk management is applied at all levels of service delivery and include:

- **Corporate strategic risks** – Risks that could have an effect on the successful achievement of our long term vision, priorities and outcomes. These are:

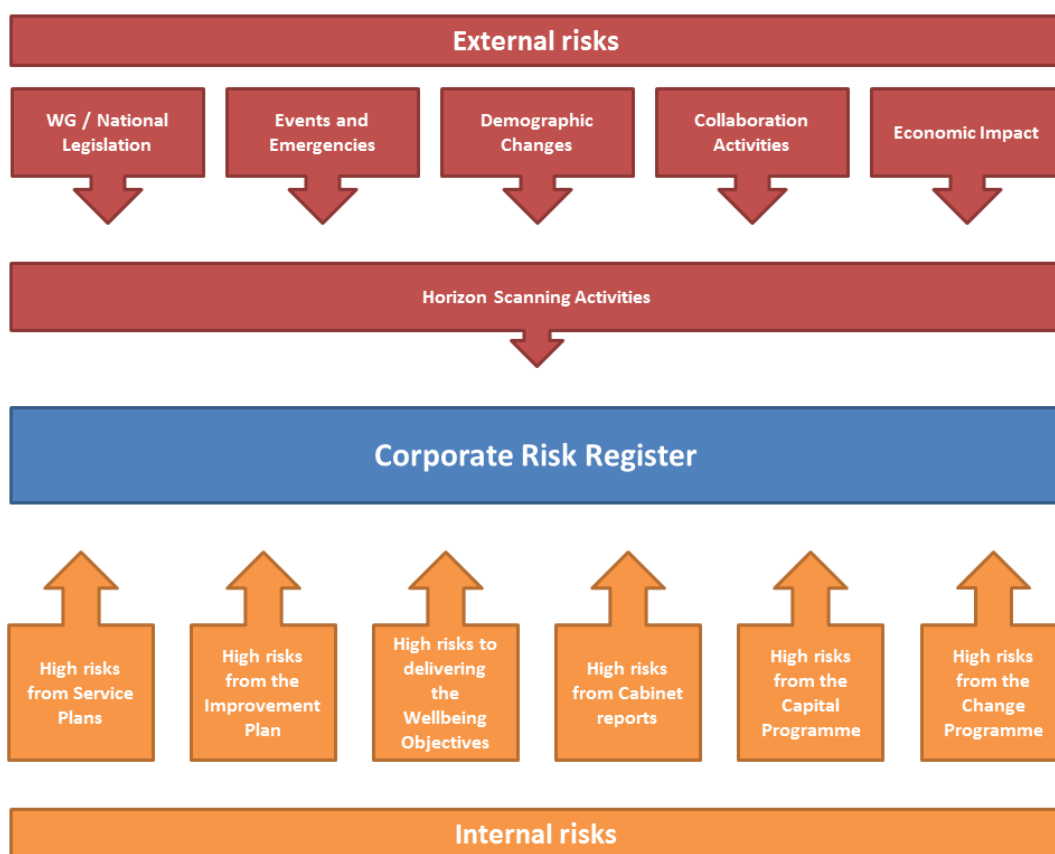
1. Risks that could potentially have a council-wide impact and/or
2. Risks that cannot be managed solely at a business unit level because higher level support is needed.

- **Service area risks** – Risks at a service area level that could have an effect on the successful achievement of the group and business unit outcomes / objectives. Potentially these risks could have a significant financial, reputational and/or service delivery impact on the council as a whole if the risk is not well managed.

- **Contract risks** – Risks that could have an effect on the successful achievement of the contract's outcomes / objectives in terms of delivery, outcomes and value for money. Contract risks are managed throughout the contracting process including contract management/business as usual.

- **Programme/project risks** – Risks that could have an effect on the successful achievement of the programme or project's outcomes / objectives in terms of service delivery, benefits realisation and engagement with key stakeholders (service users, third parties, partners etc.).

- **Partnership risks** – Risks that could have an effect on the successful achievement of the partnership's outcomes / objectives including engagement with key stakeholders (service users, third parties, partners etc.). These can be strategic and/or operational depending on the size and purpose of the partnership.



Approach

For a number of years the Council has been working towards a comprehensive and integrated approach to risk management and to further embed this approach the following areas will be focused on where:

- employees are clear about what risk management is intended to achieve;
- significant risks are being identified and managed effectively;
- Support and guidance on risk management are easily accessible;
- a consistent corporate approach is followed using a common 'risk language'; and
- it is seen as an integral part of good corporate governance

Effective communication and consultation is critical to the successful management of risk. This is an important factor at every point of the process and it is vital that employees at all levels and across the council are involved if risk management is to become truly embedded and a useful management tool.

Core purpose

The vision, values and objectives set out in the corporate plan set the direction for the council and are underpinned by service plans and strategies that support the delivery of the objectives.

The council's vision to *Improve People's Lives* is underpinned by the values to be courageous, positive and responsible.

This risk strategy is particularly relevant to the value of responsibility which is described in the corporate plan as meaning “that we trust our staff to take responsibility and to be accountable for their actions and the quality of their work. To deliver this we take a mature approach to risk management and empower our staff to use their professional judgement to consider the whole system and deploy the most effective approaches which reflect our values and the design principles. Being responsible means that decisions are taken at the lowest appropriate level and our practitioners are empowered experts, who respond to the political direction provided by our administration.”

The corporate risk process must consider what could prevent the council from achieving these objectives as well as the risks that could affect service delivery and the communities that the council supports.

Identifying risks

There are a number of different types of risks that the council may face; strategic, operational, financial, resources, governance, health & safety, reputational.

Describing the risk is important to ensure that risks are fully understood, and to assist with the identification of actions, the cause and effect of each risk must also be detailed. Each risk must be allocated a risk owner who is accountable for effectively managing the risk.

Categorising risk

Categorising risks helps to describe what the risk is by exploring where it was identified, who could be affected and what the impact could be.

Source

Where was the risk identified?

Strategic identified through service planning or strategy development and monitoring

Tactical identified through actions to deliver our strategic plans

Operational identified through service delivery

Compliance identified through governance/regulatory activity

Category

What does it relate to?

People this could be citizens, employees or a specific group within these categories

Assets office buildings, public buildings, schools, social services establishments, roads, trees, waste disposal sites etc.

Processes this could be an internal best practice process or it could be linked to legislation

Services the support we provide internally to colleagues as well as externally to citizens and communities

Impact

What effect would it have if left unmanaged?

Strategic could it affect the council's ability to achieve its key objectives set out in the corporate plan?

Operational could it affect the council's ability to provide services?

Financial could there be a financial loss to the council?

Infrastructure could it affect the fundamental structures and facilities needed for the council and the city to function effectively?

Governance could it result in legal action or action by regulators/Welsh Government?

Health and Safety could it affect the health and safety of employees/members of the public/service users?

Reputational could it reflect badly on the council's reputation?

Project Delivery could it cause a major delay to a key project?

Assessing risks and risk appetite

The council is accountable to the public for its performance and financial management. This means that the council naturally has a low appetite for risk, however as austerity continues the council will need to take carefully considered risks to develop new and innovative ways to deliver services, support communities and ensure the long term wellbeing of communities is not impaired by decisions made in the short term. This makes good risk management essential.

To ensure resources are focused on the most significant risks, the Council's approach to risk management is to assess the risks identified in terms of both the potential likelihood and impact so that actions can be prioritised.

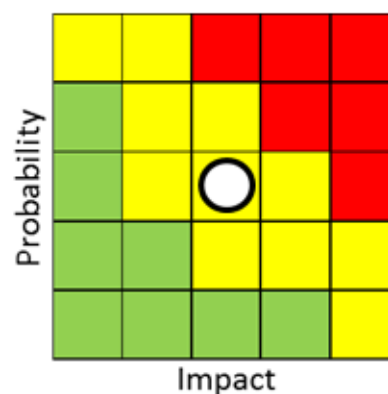
When a new risk is identified the gross risk level must be assessed to show the potential impact of the risk pre mitigation and therefore what is likely to happen if the risk was left unmanaged. This helps to decide which risks should be managed at the corporate level and which can be managed within service areas. As the risk is monitored over time, it will be reassessed to ensure that the mitigation measures identified are working to reduce the risk to an acceptable level.

The Council considers the gross risk to ensure that informed decisions can be made about the consequences of stopping risk actions that are currently in place; and that resources are not wasted over-controlling risks that are not likely to happen and would have little impact.

To ensure that a consistent scoring mechanism is in place across the Council, risks are assessed using the agreed criteria for likelihood and impact summarised in the risk matrix. Where the probability and impact scores cross determines the risk level, for example, if probability is scored 3 and impact is scored 3 the total score is 9 represented by a white dot on the risk matrix. This would be a medium (amber) risk.

Risk that falls in the high (red) category must be a priority

Risk Matrix



for immediate management action. Medium risks must be managed but are less of a priority than high risks. Low risks which fall within the green area can be accepted.

The criteria for impact and probability have been updated to reflect a more pragmatic approach to assessing risk and are shown in appendix 1.

A risk appetite statement will be developed to promote a consistency of approach in assessing risk across the council.

Identifying mitigating actions

Once risks are identified the council must consider what mitigating actions can be put in place to mitigate the risk to an acceptable level and set some timescales for when these actions will be carried out. Depending on the risk these actions may be an on-going part of a process or they may be one off actions. Progress made in implementing mitigating actions will be monitored on a quarterly basis.

Benchmarking and sharing good practice

Benchmarking and sharing good practice with other organisations who deal with the same risks helps to develop mitigating actions and provide assurance about our own arrangements. The risk register is reviewed annually to ensure the right risks are included, that the right information is included and at this point benchmarking is carried out against other similar organisations. Good practice is shared across local authorities by the Wales Audit Office through their website and shared learning events. Council managers and officers also attend various regional groups and have networks of chief officers where potential risks such as new legislation will be discussed so that officers can understand mitigations at work in their professional networks. The council also has a number of partnership arrangements and joint ventures which allow for risks to be dealt with in the same way by a number of organisations, for example the council's IT services are delivered through a shared resource service which includes other local authorities, the organisations which are part of this arrangement will deal with IT related risks in the same way. These approaches allow sharing of good practice and assurance that there is a consistency of approach to dealing with the same risks.

Monitoring risks

Corporate risks and the actions identified to mitigate them are monitored through the corporate risk register on a quarterly basis to ensure that actions remain relevant and are effectively managing the risks.

Risk response and further actions

Not all risks can be managed all of the time, so having assessed and prioritised the identified risks, cost effective action needs to be taken to manage those that pose the most significant threat

Risk may be managed in one, or a combination of, of the following ways:

- **Avoid** - A decision is made not to take a risk.
- **Accept** - A decision is taken to accept the risk.
- **Transfer** - All or part of the risk is transferred through insurance or to a third party.
- **Reduce** - Further additional actions are implemented to reduce the risk.
- **Exploit** - Whilst taking action to mitigate risks, a decision is made to exploit a resulting opportunity.

What does effective risk management look like?

The risk management process centres on the strategic objectives of the corporate plan and is framed by the principles of the Wellbeing of Future Generations (Wales) Act 2015 at each stage.



How will we manage risk?

Embedding risk management as part of our culture is necessary to ensure that open and honest discussions about risk take place across the council. Good practice and lessons learned need to be shared in order to ensure the risk management culture continues to evolve and adapt as new challenges present themselves.

For risk management to be effective and a meaningful management tool, it needs to be an integral part of key management processes and day-to-day working. As such risks and the monitoring of associated actions should be considered as part of a number of the Council's significant business processes, including:

- **Corporate decision making** – significant risks, which are associated with policy or action to be taken when making key decisions, are included in appropriate committee reports.
- **Business/budget planning** – this annual process includes updating the individual business unit risk registers to reflect current aims/outcomes.
- **Project management** – all significant projects should formally consider the risks to delivering the project outcomes before and throughout the project. This includes risks that could have an

effect on service delivery, benefits realisation and engagement with key stakeholders (service users, third parties, partners etc.).

- **Partnership working** – partnerships should establish procedures to record and monitor risks and opportunities that may impact the Partnership’s aims and objectives, the council needs to be aware of these risks as they may impact directly on the council.
- **Civil Contingencies** - provides emergency planning and business continuity support services for the council.
- **Procurement** – Contract Standing Orders clearly specify that all risks and actions associated with the purchase need to be identified and assessed, kept under review and amended as necessary during the procurement process.
- **Contract management** – all significant risks associated with all stages of contract management are identified and kept under review
- **Information governance** – an annual information risk assessment is under development to assess the level of risk and compliance with regards the use of information
- **Risk and Insurance** – The nature of the insurance service is that risk can never be fully avoided and some level of risk will always have to be tolerated. By adopting an approach to corporate insurance, the Council minimises its exposure to catastrophic losses and to those risks that might affect the delivery of its corporate objectives.
- **Health and safety** – the Council has a specific risk assessment policy to be followed in relation to health and safety risks.
- **Internal Audit** – provides assurance that the council’s processes are adequate to prevent theft and fraud

Roles and responsibilities

To ensure that risk is managed effectively all employees and elected members should be aware of the risk management approach and appetite,

All employees

- manage day to day risks and opportunities effectively and reports any concerns to their line managers
- Report any identified risk to their line manager or if this is not appropriate the council has a Whistle Blowing process that is available to all staff [via the intranet](#).

Managers

- Identify risks to the service area and council through the service planning process
- Manage identified risks to minimise the impact and probability of risks occurring

Heads of service

- Be accountable for managing risks in their areas as well as corporate risks
- Ensure risks are captured in service plans and escalated to the risk register where appropriate

Directors

- Support and promote an effective risk management culture
- Be accountable for managing corporate risks
- Be aware of service area risks within their directorate and ensure that actions are being taken to mitigate them.

Members

- Support and promote an effective risk management culture
- Constructively review and scrutinise the risks involved in delivering the council’s corporate plan, delivering services to citizens and supporting the communities of Newport.

Cabinet

- Consider the contents of the risk register and request further information as needed
- Receive regular updates on the actions being taken to mitigate risks

Audit committee

- Audit Committee have a role in reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority.
- Review of processes and Strategies about risk management

Risk owners

- Responsible for managing and monitoring a specific risk (each risk in the corporate risk register is assigned a risk owner)
- Ensure that appropriate resources and importance are allocated to the process
Confirm the existence and effectiveness of existing actions and ensuring that any further actions are implemented
- Provide assurance that the risks for which they are the risk owner are being effectively managed.

Next Steps

Planned Outcomes

The following outcomes have been identified in this strategy

1. employees are clear about what risk management is intended to achieve;
2. significant risks are being identified and managed effectively;
3. Support and guidance on risk management are easily accessible;
4. a consistent corporate approach is followed using a common 'risk language'; and
5. it is seen as an integral part of good corporate governance

The following planned actions will contribute to the realisation of the outcomes and progress will be reviewed on an annual basis as part of the annual risk register review.

- **Communicating the strategy**

The strategy will be communicated to employees via the employee ebulletin and intranet home page. It will be made easily accessible on the intranet along with further information about risk management and contact details, a virtual risk group will be created and included in all updates to the risk register with an annual meeting to discuss the annual revision of the corporate risk register.

- **Support and awareness**

Having developed a robust approach and established clear roles and responsibilities and reporting lines, it is important to provide Members and officers with the knowledge and skills necessary to enable them to manage risk effectively.

Develop a risk page on the intranet that links up all the existing aspects of risk with clear contact details for employees to use for advice and guidance.

- **Governance Framework**

Identify and document the governance process for risk this will include risk reviewing at CMT, peer review of service plans including the service areas identified risks. Ensuring risk is considered during all strategic planning activities.

- **Develop a risk section on MI HUB**

Use MI Hub to record and report risks for both the corporate risk register and the service area risks to improve the integration and accessibility of risks.

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)						
			Strategic	Operational	Financial	Infrastructure	Governance	Health & Safety	Reputational
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	Unplanned budgetary disturbance non material	Loss of asset/money with value non material		Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	Unplanned budgetary disturbance below 10% of budget	Loss of asset/money with value below 10% of budget	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution
3	Medium	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	Unplanned budgetary disturbance 10-20%	Loss of asset/money with value 10-20%	Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (e.g. several institutions), adverse local press, complaint/s upheld by Ombudsman
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or major disruption of several service areas for a shorter period	Unplanned budgetary disturbance 20% and over	Loss of asset/money with value 20% and over	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of policy/procedures, Significant fraud relating to several employees	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder group. Adverse national press
5	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	Unplanned budgetary disturbance over 20%	Loss of asset/money with value over 20%	Severe service failure resulting in Welsh Government intervention/special measures Widespread significant fraud Legal action	Death of employee(s)	Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

Score	General Description	Definition
1	Not very likely to happen	0-5% chance of occurrence
2	Possible but not likely	6-25% chance of occurrence
3	Medium probability	26-50% chance of occurrence
4	High probability	51-75% chance of occurrence
5	Very high probability	75-100% chance of occurrence

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Report

Cabinet

Part 1

Date: 23 May 2018

Item No: 8

Subject Corporate Risk Register Update

Purpose To present an updated version of the Corporate Risk Register

Author Head of People and Business Change

Ward All

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

The corporate risk register identifies risks that may prevent the council achieving the objectives set out in the Corporate Plan and enables the council to continue to provide services to the citizens and communities of Newport. Robust management of these risks is imperative to the realisation of the council's objectives.

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

There are 14 risks identified in the risk register made up of 5 high risks and 9 medium risks. The detail and planned mitigating actions for each risk are provided in the report.

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

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Deputy Leader
- Audit Committee
- Corporate Management Team
- Head of Law and Regulation
- Head of People and Business Change
- Head of Finance

Signed

Background

1. Corporate Assessment

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

2. Risk Management Strategy

The Corporate Risk Management Strategy has been reviewed and revised to strengthen existing arrangements and support the delivery of the Corporate Plan. Anticipating and preparing for future challenges, trends, threats and opportunities is an essential part of the councils risk strategy and allows for better preparedness and the incorporation of mitigation into planned activities and policies.

The strategy aims to embed the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015 into the process and framed each risk as shown below. This helps the council to take a longer-term strategic approach, and makes present policy more resilient to future uncertainty.

3. Role of Audit Committee

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

4. Community Risk Register

The council also has a Civil Contingencies unit which provides emergency planning and business continuity support services for the council. These plans are detailed on the council's website and are not included in the corporate risk register because they relate to risks to the community, rather than risks to the council achieving its objectives.

5. Summary of risks in this report

The tables overleaf provide a summary of risks in the report.

The appendices to the report outline the detailed risks, as monitored in the Council's performance monitoring and risk management system.

Risk Management has been added to the Council's Performance Management System (MI Hub). This is the first time the Risk Register has been updated using MI Hub. Appendix 1 contains screenshots from the Risk Management Report pages in MI Hub.

6. Summary of risks in this report

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
High Risks							
13	Asset Management – Carriageways and Buildings	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council’s ability to maintain assets in the short, medium and long term due to increasing budget pressures.	5	5	25		Strategic Director - Place
8	Risk of stability of external suppliers	Growing cost of delivering services and purchasing materials will impact on external supplier’s ability to continue to fulfil contract obligations. Potentially short notice of inability to provide services.	4	5	20		Strategic Director - People
6	Balancing the Council’s Medium Term budget	Risk of not meeting / funding key priorities.	4	4	16		Chief Executive
7	Increased pressure on demand led services	As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.	4	4	16		Strategic Director - Place Strategic Director - People
9	Increasing pressure on existing infrastructure	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8 th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	4	4	16		Strategic Director - Place
Medium Risks							
1	Legislative Requirements	That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.	3	4	12		Chief Executive
2	Capacity and capability to meet the councils objectives	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	4	3	12		Chief Executive

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
10	Climate Change: Effects on future condition and availability of Council Infrastructure and reducing the future impact of further greenhouse gas emissions.	It is generally accepted that the effects of global warming will result in: · All areas of the UK get warmer and the warming is greater in summer than in winter; · Little change in the amount of precipitation (rain, hail, snow etc.) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK · Sea levels rise – more in the south of the UK than the North.	3	4	12	→	Strategic Director - Place
14	Recruitment and retention of specialist professional staff	Resilience of Council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	4	3	12	→	Chief Executive
4	Brexit	That the financial implications of leaving the European Union have a negative impact on the council's financial position.	3	3	9	→	Chief Executive
5	In year financial management	Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.	3	3	9	✓	Chief Executive
12	Increasing risk of cyber attacks	Data loss, disaster recovery, impact of possible fines	3	3	9	→	Chief Executive
3	Safeguarding	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm.	2	4	8	→	Strategic Director - People
11	Increasing demands on IT Services and the modernisation agenda	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	2	3	6	→	Chief Executive

Financial Summary

There are no direct costs associated with this report.

Risks

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

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

Options Available and considered

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

Preferred Option and Why

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

Comments of Chief Financial Officer

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

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. As part of the Council's risk management strategy, the corporate risk register identifies those high level risks that could impact upon the Council's ability to deliver its corporate plan objectives and essential public services. Although Audit Committee are responsible for reviewing and assessing the Council's risk management, internal control and corporate governance arrangements, the identification of corporate risks within the risk register and monitoring the effectiveness of the mitigation measures are matters for Cabinet.

Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

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

Comments of Cabinet Member

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

Local issues

None

Scrutiny Committees

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

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

Risk management is a key area to implementing the Wellbeing of Future Generations Act (Wales) 2015; the council must ensure that it considers risks in the short, medium and longer term and that it manages risks in a manner that protects current service delivery and communities as well as considering the longer term impact. It supports the delivery of the wellbeing objectives that are identified in the council's Corporate Plan by considering the risks to delivering these objectives and by defining and monitoring actions to mitigate those risks.

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

Crime and Disorder Act 1998

Not applicable.

Consultation

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

Background Papers

Corporate Risk Register, Cabinet, 13th September 2017

Corporate Risk Register, Audit Committee, 25th September 2017

Corporate Risk Register, Cabinet, 17th January 2018

Corporate Risk Register, Audit Committee, 23rd January 2018

Dated: 23 May 2018

Appendix 1.

Corporate Risks

RISK 01 - Legislative Requirements

Responsible Officer	Chief Executive
Lead Cabinet Member	Leader of the Council The Deputy Leader and Cabinet Member for Assets and Member Development

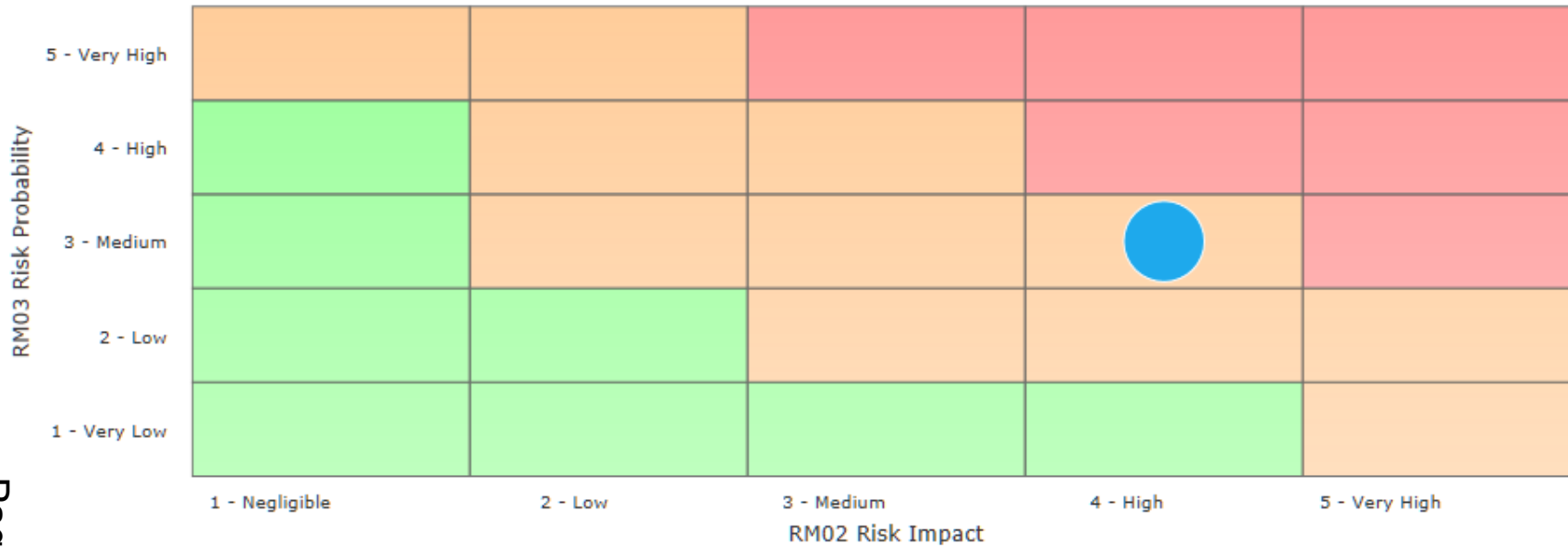
Risk rating prior to mitigation

August 2015 - high (16)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 01 - Legislative Requirements	That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.	Jun 2015	<ul style="list-style-type: none"> Service Planning

Risk 01 - Description/Rationale

- That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.
- Risk of not meeting increasingly challenging nationally set waist management targets.
- The Welsh Government is consulting on local government reform, it is likely that the Welsh Government will repeal or change the Local Government Measure 2009 which will mean changes to the way the council plans and manages its services.
- Welsh Government drive towards regionalisation and collaborative working - including possible legislation.
- Welsh Language Act - gaps in service provision remain, and this remains a reputational risk for the council.



Risk 01 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	12	12	12	12
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
There is continued pressure on the council to implement the new duties detailed by new legislation. Whilst significant work is underway, there remain major risk factors.	➔

Planned Mitigation

		Mar 2018
		Risk - Action Status/Control Strategy
	Planned Mitigation	
✓ Risk 01.01	Welsh Language Act: Strategic Equalities Group monitors implementation supported by Welsh Language Group.	Governance arrangements and implementation plans are in place. Annual report work to review underway.
✓ Risk 01.02	Welsh Language Act: Action plans in place and being monitored. This has shown significant progress.	Action plans have been monitored and reported through the Welsh Language Annual Report to Cabinet. This will be produced for 17/18 shortly. The council has made significant progress in terms of practices and positive attitudes. Complaints are investigated and reported on promptly.
✓ Risk 01.03	Welsh Language Act: Progress includes increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available.	A Welsh Language and Equalities Engagement Plan looks to measure and improve employee awareness, and thus increase the use of Welsh in the council. We are currently updating guidance material in order to further facilitate staff understanding of some of the practicalities, and to keep the Welsh language high on the agenda
✓ Risk 01.04	Welsh Language Act: Partnership arrangements with another Council now in place and £280k budget allocated, additional resources now available to support service areas and work such as website development now underway.	Translation and proofreading is readily available to all staff. We now have a contract with a partner Council to translate all content. Staff communications on this continuing.
✓ Risk 01.05	Welsh Language Act: 5 year strategy developed through consultation.	The 5 Year Welsh Language Strategy was approved by Council in 2017. The action plan is being implemented with partners through existing groups including the Welsh in Education Forum and governance arrangements are being put in place to ensure progress across the themes.
✓ Risk 01.06	Future Generations Act: Cabinet reports updating members on progress and approach. Awareness raising sessions with officers and members completed and work with consultants to develop organisational readiness for the Act underway.	Awareness raising session held with members of new Performance Scrutiny – Partnerships in summer 2017 and follow up training for all members held Autumn 2017.
✓ Risk 01.07	Future Generations Act: Formal report, service plan and business case templates updated to ensure the principles of the Act are reflected in all decision making.	Business processes continue to develop to ensure that the Act is being embedded. New service plan templates include wellbeing objectives.
✓ Risk 01.08	Future Generations Act: Public Services Board established with agreed Terms of Reference, formal meetings are held at least quarterly.	Formal meetings held at least quarterly. Meeting papers, minutes and summaries of business published on One Newport website to aid transparency. All terms of reference reviewed in 2017 to support the developing Wellbeing Plan. Partnership evaluation exercise undertaken.
✓ Risk 01.09	Future Generations Act: Draft Wellbeing Assessment in place in conjunction with the assessment required for the Social Services Act. Work being undertaken on a Gwent basis to inform the Wellbeing Assessment and Plan - funding secured from Welsh Government to support this work.	Public Services Board has published its Well-being Assessment for Newport (Community Well-being Profile) and the Local Well-being Plan for Newport will be published May 2018. Delivery framework for the new plan also being developed.
✓ Risk 01.10	Future Generations Act: Development of wellbeing objectives finalised, and aligned with performance reporting.	The council published its Well-being objectives and Well-being Statement in March 2017. These are incorporated into the Corporate Plan 2017-2022 and will be in service plans 2018-22.
✓ Risk 01.11	Waste Management Legislation/targets: We commenced new contract last week with trade waste diverted for sorting to GD Environmental Services. Dates this financial year run from August 9th 2017 through to March 31st 2018 to divert approx. 2500 tonnes this year.	Currently NCC is on track to meet the 58% recycling rate target for 2018/19. However 2019/20 target of 64% (or further targets of 70%) will not be met without further significant measures. Officers have worked with WG to developed a strategy to meet 70%. This has been submitted to Scrutiny who will advise the Cabinet Member. If no action is taken during 18/19, NCC will fail to meet the 64% target next year, as performance will need to be over 64% for the whole of 2019/20.

RISK 02 - Capacity and Capability to Meet the Council's Objectives

Responsible Officer	Chief Executive
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

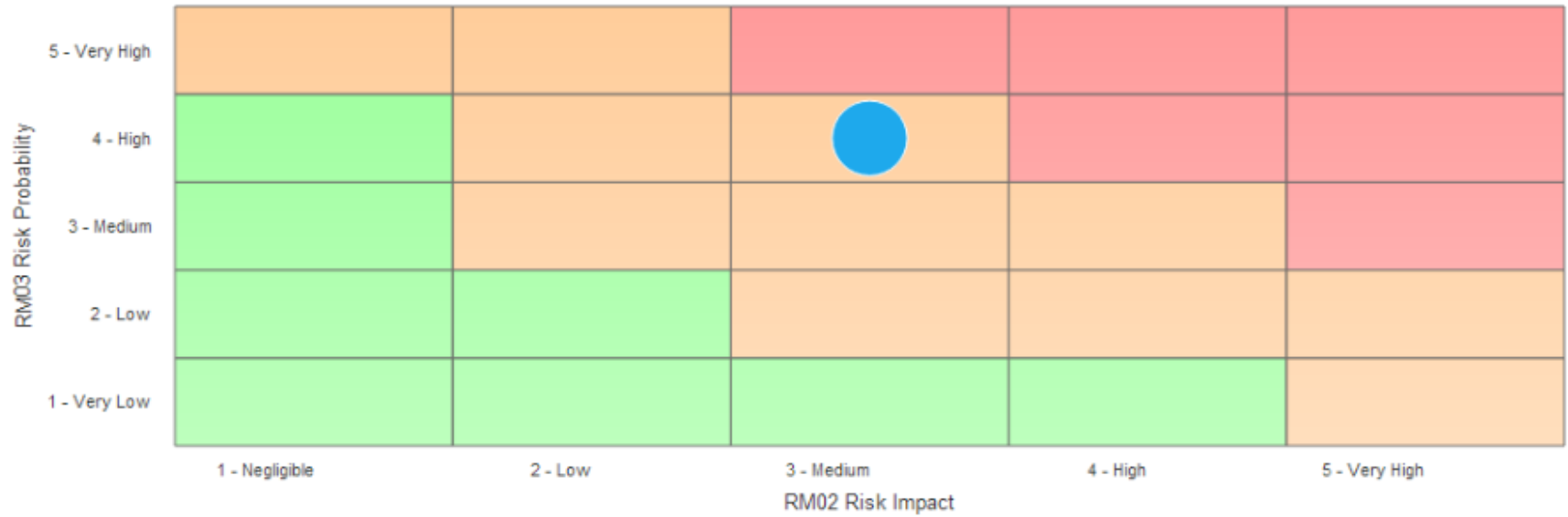
August 2015 - Medium (12)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 02 - Capacity and Capability to Meet the Council's Objectives	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	Jun 2015	<ul style="list-style-type: none"> ■ Corporate Plan ■ People and Business Change Service Plan

Risk 02 - Description/Rationale

That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.

There are continued capacity and capability gaps across the council; these are more prevalent in some areas than others. Although there are a number of actions (see below) that are being undertaken to remediate this situation, there are still risks going forward which will potentially exacerbate this current situation; these include further required financial savings and issues with recruiting to key position.



Risk 02 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	12	12	12	12
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged	➔

Planned Mitigation

		Mar 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 02.02	People and Business Change will pilot career pathway planning in Autumn 2017 to role model to other service areas.	A restructure has taken place in HR and the creation of entry level posts into the profession have been created and filled with one internal appointment to facilitate internal progression. We are encouraging entry and intermediate level HR qualifications to all levels in the service.
✓ Risk 02.04	Pilot taking place in Education Services for the roll out of greater NVQ/ILM opportunities for those in the workplace wanting to enhance current skill level. Intention to offer to wider workforce in 2017 linked to workforce planning for each service area.	This pilot has completed and several employees within the Education service achieved their qualifications. We will review the success and benefit brought to the Council in the coming months with a view to making future recommendations at the end of December 2017.
✓ Risk 02.05	Mandatory training will be identified for each post and linked to job descriptions to set out the expectation of ability, skill and experience at the point of recruitment and to form a development path throughout induction, probation and longer term.	This piece of work has not yet started but has been identified as a priority for 2018/19.
✓ Risk 02.06	Additional Investment in Project Management and business change resources.	BIP resources will be reviewed in line with the revised change program which will underpin the new corporate plan. BIP and HR have agreed a programme to work towards upskilling managers in these skills. A combination of e-learning, f2f training and learning exchanges have been discussed with a programme intended to start in April 2018.
✓ Risk 02.07	Coaching, shadowing and mentoring opportunities delivered as part of the change programme.	The first cohort of ILM Level 5 in Coaching concluded in Summer 2017. We have reviewed the progress and are working towards further programmes of both coaching and mentoring programmes for 2018/19.
✓ Risk 02.08	Specific business support and training provided for business change, project and program management, continuous change and specific tools including business case development and project management.	Project management and business case support building on the support and training provision already in place further development of support has been undertaken to widen the range of support offered to the organisation.
✓ Risk 02.14	People service plan to heavily focus on workforce planning and OD for next 12 months.	Service planning has temporarily been postponed until the Corporate Plan is published. It is anticipated that the new People and Culture Strategy 2017-2022 will form the business unit actions for HR and OD in the coming 12 months. Two of the key priorities are OD and Workforce Planning.

RISK 03 - Safeguarding

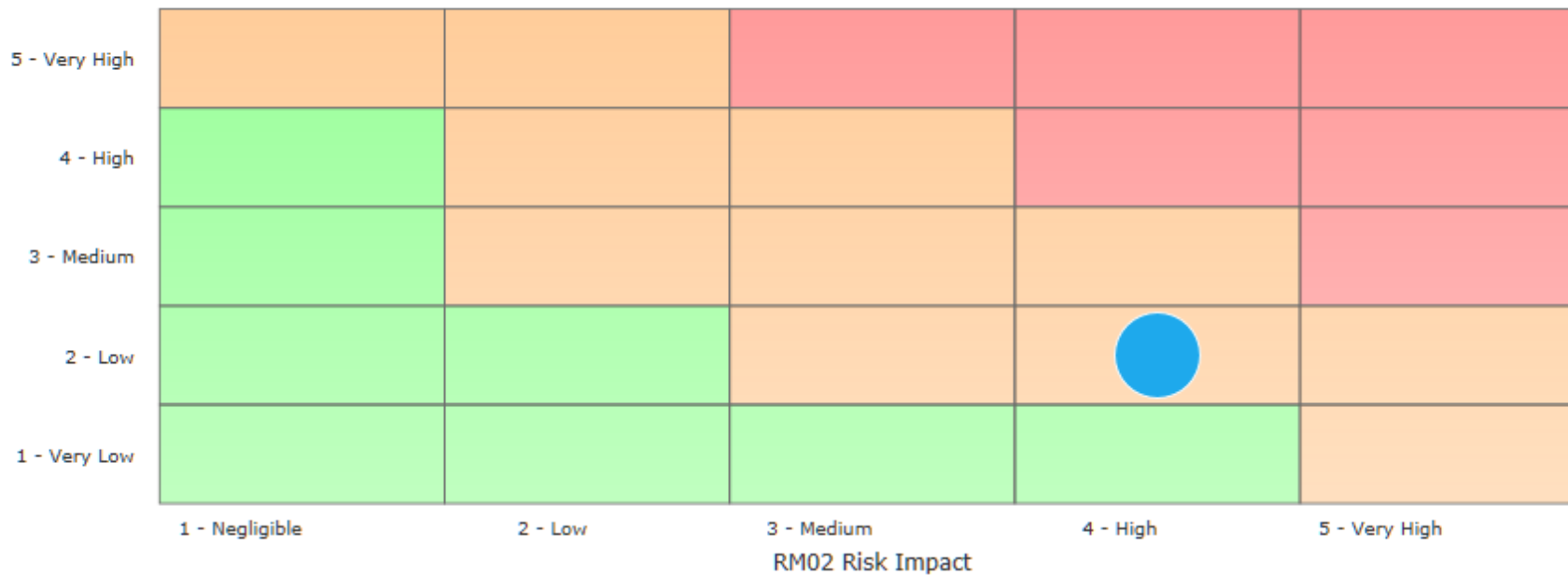
Responsible Officer	Strategic Director - People
Lead Cabinet Member	Cabinet Member for Social Services

Risk rating prior to mitigation

March 2017 - Medium (8)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 03 - Safeguarding	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm	Jun 2014	<ul style="list-style-type: none"> Corporate Plan Service Planning

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RM03 Risk Probability



Risk 03 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	8	8	8	8
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged. The level of risk is manageable because this is an area of absolute priority for the local authority. There are safeguarding manager roles across the council and we have strong links with national and regional safeguarding boards.	➔

Planned Mitigation

		Mar 2018
Planned Mitigation		Risk - Action Status/Control Strategy
✓ Risk 03.01	Safeguarding Action Plan agreed and implementation underway.	<p>Implemented</p> <p>The first annual review of the Corporate Safeguarding Report is due to occur in January 2018- this review will establish how efficiently we have met the identified objectives within the safeguarding action plans both corporately and within the specific teams which encompass the Safeguarding Unit of Social Services since the establishment of the Corporate Safeguarding Report in 2016/17. Actions identified as outstanding or newly identified areas of improvement/ development will be identified as part of this review scrutiny cycle and will therefore be timetabled appropriately to address any unmet needs or deficit areas.</p>
✓ Risk 03.02	Continuous review of policies and procedures.	<p>Implemented</p> <p>The suite of Corporate Safeguarding Policies applicable to all service areas within the council are currently under review to appropriately reflect legislative and procedural changes. These documents will have been fully reviewed, ratified, and disseminated via a re-launch of the "Safeguarding involves us all" campaign (the original campaign which launched the Corporate Safeguarding Report in November 2016) prior to the first annual review in January 2018. This ensures that all staff (including voluntary staff, elected members and contractors) are clearly aware of and understand their responsibilities in respect of 'safeguarding'.</p> <p>Within the practice of social work across Children and Adult Services where policies and procedures are identified as requiring review due to changes in legislation/ regulations these items are identifiable through CSMT and ASMT processes and Quality Assurance processes. Appropriate staff are identified to undertake the review or development of the required policy/ procedure and timescales are set in order to ensure the required work is completed, the policy is then launched and fully disseminated to the service area for practitioners to use and the documents are stored within the document library of the intranet for easy access.</p> <p>There is also the continuous review process of national and regional policies as identified by the SEWSCB, GWASB and VAWDASV safeguarding boards via the "protocols and procedures" sub group. Work is undertaken on a regional basis and the policies/ procedures/ guidance produced is then agreed and adopted by the 5 local authorities. This ensures a robust compliancy in terms of national policies/ procedures used within regional and local practice are up to date.</p>

<p>✓ Risk 03.03</p>	<p>Raising awareness of policies and procedures with staff.</p>	<p>Implemented</p> <p>Within Children's Services there has been a review of the processes in how policies/ procedures are disseminated to staff and the current use of the document library for policies/ procedures currently available on the intranet. A Children's Services Hub Page is currently being developed by the Safeguarding Unit and SRS team to improve how staff locate and access the documents they require for practice. The Hub will be the focal access point for Children's Social Care staff to locate all relevant policies, procedures, forms- this will assist in version control of documents; the regular review and publication of new policies/ procedures/ guidance; and a central place for staff to locate all of the required information and documents. This project will therefore aid in raising awareness of policies and procedures with staff but will also provide a more robust approach to ensuring that the information being provided to staff is up to date and readily accessible.</p> <p>Future development of the Hub page will also be extended to include induction processes and team specific intranet pages which can host team blogs, news and updates. This project can also be replicated for Adult Services.</p>
<p>✓ Risk 03.04</p>	<p>Partnership working.</p>	<p>Implemented</p> <p>Development of the Safeguarding Intelligence Hub (SIH), Newport is the pilot authority in Gwent for this project which will bring together all public safeguarding services in a single point of entry where safeguarding referrals can be holistically assessed. The Intelligence hub model will facilitate earlier intervention and preventions to limit the need for a more intensive intervention at a later stage by managing cases in a co-ordinated manner. The Intelligence Hub will also foster closer partnership working and clear accountability with agencies, providing faster, more robust and co-ordinated and consistent responses to safeguarding concerns, ensuring citizens are kept safe with their well-being outcomes met.</p> <p>Strong links with the regional safeguarding boards are already in place and will continue.</p> <p>The regional service hosted by Health in regard to legislative requirements for Newport council under the Mental Capacity Act, continues to be delivered collaboratively for all Deprivation of Liberty Safeguards for citizens of Newport over the age of 18.</p>

RISK 04 - Brexit

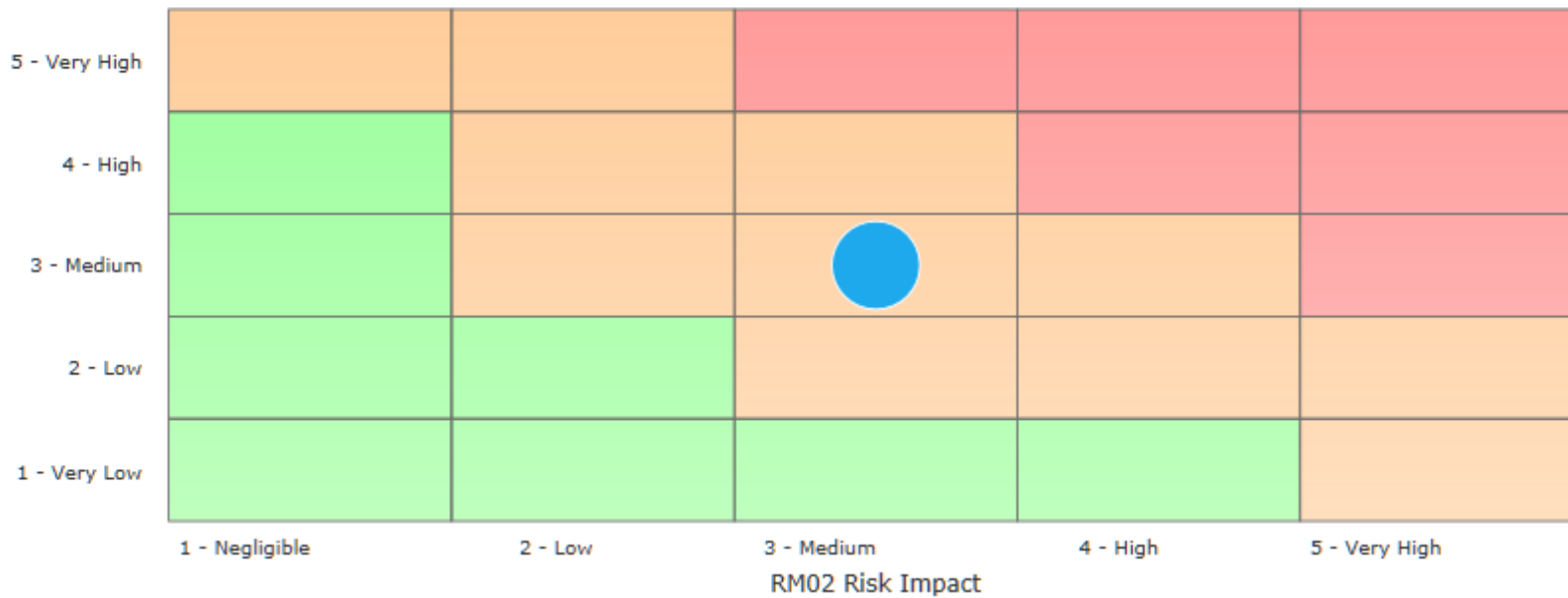
Responsible Officer	Chief Executive
Lead Cabinet Member	Leader of the Council

Risk rating prior to mitigation

August 2017 - Medium (9)

Risk	Description	Mar 2018	
		Identified	Links To
RISK 04 - Brexit	That the financial implications of leaving the European Union have a negative impact on the councils financial position.	Jun 2016	<ul style="list-style-type: none"> Corporate Plan Service Plans

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Risk 04 - Assessment Date & Score					
Series					
		Actual Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	9	9	9	9
	Risk Rating	●	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔
This risk remains unchanged as we await further discussion and timescales from the Welsh Government and Central Government.	

Planned Mitigation

		Mar 2018	
		Planned Mitigation	Risk - Action Status/Control Strategy
✓	Risk 04.01	This needs to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council. (see risks 5 and 6).	This needs to be monitored carefully. The result of the referendum in June 2016 has resulted in further uncertainty for the overall financial outlook for the UK. This may have an impact on future funding for the council (see risks 5 and 6).
✓	Risk 04.02	A good deal of our activity is also guided by EU regulation. It remains unclear when the UK will formally exit the EU and how these regulations may change.	A good deal of our activity is also guided by EU regulation. It remains unclear when the UK will formally exit the EU and how these regulations may change.
✓	Risk 04.03	This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales.	This remains uncertain, further discussion and engagement from the Welsh Government and UK Government is needed to confirm timescales.

Risk 05 - In Year Financial Management

Responsible Officer	Chief Executive Directors Heads of Service
Lead Cabinet Member	Leader of the Council

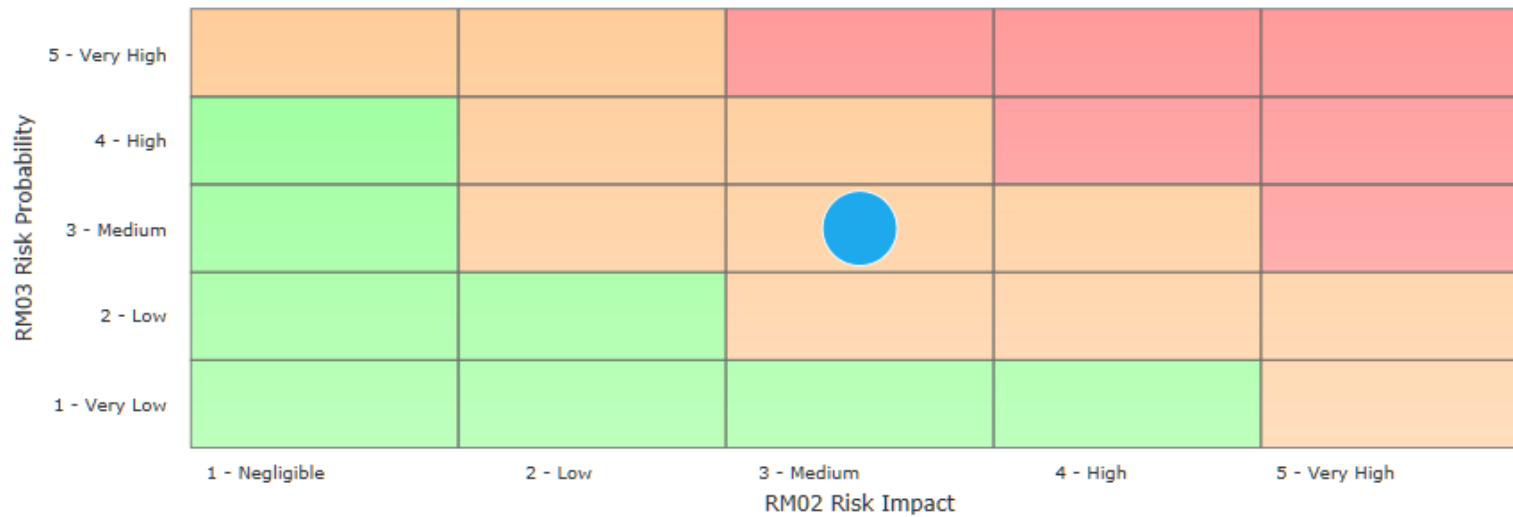
Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 05 - In Year Financial Management	Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.	Sep 2017	<ul style="list-style-type: none"> All services depending on severity & mitigation put in place

Risk 05 - Description/Rationale

- Historical overspending in key areas are increasingly difficult to mitigate - Community Care budgets, Children's out of area education and social care budgets in particular.
- Step change in level of overspending in 2016/17 and forecasted overspending in 2017/18 shows significantly worsening position.
- Level of overspending is significantly over and above revenue budget contingency and over current/previous year only mitigated from strong Council Tax collection due to accelerated house building - which cannot be guaranteed in future years and Council Tax reduction scheme underspending.
- Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.
- Risk to requiring additional on-going budget in service areas affected which makes the 2018/19 and future budget challenge more difficult to manage/achieve.



Risk 05 - Assessment Date & Score					
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
Risk 05 - In Year Financial Management : RM01 Risk Rating	Actual	~	12	12	9
	Risk Rating	⊕	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Following mitigation of overspends and implementation of spending freeze, the in-year outturn position is a lot healthier.	↓

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 05.01	CMT instigated targeted spending freeze on non-essential spending.	In place and on-going.
✓ Risk 05.02	Chief Executive and Head of Finance will be holding monthly meetings with adult social care management team to look and review actions for reducing spend.	In place and on-going.
✓ Risk 05.03	Head of Service for adults/children social care and education have reviewed and improved decision making panels who assess individual cases accessing services.	Initiated. Projects timetable to be confirmed.

Risk 06 - Balancing the Council's Medium Term Budget

Responsible Officer	Chief Executive Directors Heads of Service
Lead Cabinet Member	Leader of the Council

Risk rating prior to mitigation

August 2017 - High (16)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 06 - Balancing the Council's Medium Term Budget	Risk of not meeting / funding key priorities.	Sep 2017	<ul style="list-style-type: none"> All council services and priorities

Risk 06 - Description/Rationale

- Council does not have a change programme which addresses the financial shortfall in the Council's Medium Term Financial Plan.
- Not balancing the budget over a longer timeframe than has currently been achieved may challenge and could damage the Councils on-going Financial Resilience.
- Risk of not meeting/funding key priorities.
- Using 'reserves' to balance the budget is time limited and require permanent savings to be identified in due course.
- Lack of on-going medium term financial settlements from WG continue makes meaningful medium term financial planning more difficult.



Risk 06 - Assessment Date & Score					
Series					
		Actual Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	~	16	16	16
	Risk Rating	⊕	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 06.01	On-going review and challenge to budget pressures within the MTFP	On-going.
✓ Risk 06.02	Finalising list of first tranche of proposed budget proposals for discussion with informal Cabinet.	In progress.
✓ Risk 06.04	Project initiated to draw up a medium term change programme by June 2018 latest.	Started. Discussions with SLT on scope and resourcing and organisation on-going.

Risk 07 - Increased Pressure on Demand Led Services

Responsible Officer	Strategic Director - People Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Education and Skills Cabinet Member for Regeneration and Housing Cabinet Member for Social Services

Risk rating prior to mitigation

August 2017 - High (16). This rated high for Education Services and Medium for Social Services, an overall rating of High has been assigned.

Risk	Description	Mar 2018	
		Identified	Links To
Risk 07 - Increased Pressure on Demand Led Services	As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.	Sep 2017	<ul style="list-style-type: none"> ■ Corporate Plan ■ Service Plans

Risk 07 - Description/Rationale

Education

As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.

- That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.
- Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.
- Increasing population putting extra pressure on school places across Newport.
- As children with complex need live longer, the number of children requiring care will increase and the length of care that they require will increase.
- Growing population of vulnerable children.
- Increasing demand for refuse collection.
- Increasing number of households and highways.

Social Services

As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.

- That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.
- Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.
- Increasing population putting extra pressure on school places across Newport.
- As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.
- Growing population of highly vulnerable children.
- Increasing demand for refuse collection.
- Increasing number of households and highways.

Community Regeneration

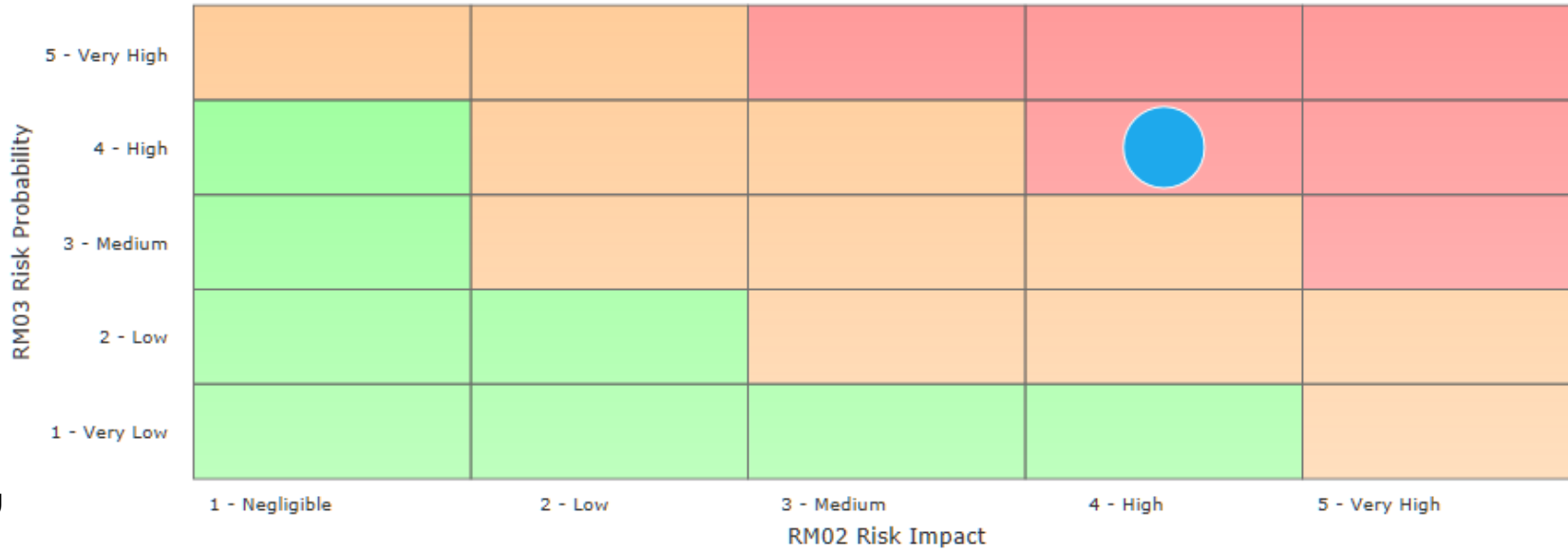
The changes to funding packages will have an impact on the level of services that we as an authority can deliver. The termination of Communities First has put pressure on existing statutory services and specifically community provisions as many projects were partnership arrangements with the Communities First programme. In addition Welsh Government has changed the way in which it administers various grants, providing local authorities the opportunity to distribute funding to areas it identifies as its priorities. Collectively the service area is grant funded, therefore any changes to future grants is a risk for many services, specifically statutory services who could be left to maintain high levels of users. Groups at risk are:

- Community centre groups - less services delivering from facilities.
- Young people - many of our services are reliant on grant funding.
- Work & Skills - all provision is reliant on grant funding.
- Children - all provision is reliant on grant funding.
- Community engagement/resilience - all provision is reliant on grant funding.

Housing

Population growth will see an inevitable rise in demand for housing and this will place further pressure upon housing services provided by Newport City Council in order to seek to meet this growth in demand;

- An increasing percentage of the population are over 65 putting an increasing strain on demand led housing services, particularly those that are statutory and raising the risk of unplanned significant budget overspends.
- Removal, reduction or more widely dissipated preventative housing services could impact on statutory services by increasing the demand and complexity of need.
- Increasing population growth will put extra pressure on demand for affordable housing and/or specialised housing solutions.
- Upward population of highly vulnerable children requiring housing solutions within the care system and those leaving the care system.
- Increasing shift away from owner occupation towards private renting, as well as increasing concerns about the standard and fitness within the existing housing stock in Newport.
- An expanding population of older people will increase demand for mandatory home adaptation services and increasing number of people choosing to remain living in their own homes will increase demand for mandatory home adaptation services.
- Implementation and effect of universal credit is still being calculated and affect being monitored, as well as further pressure upon household incomes due to welfare reform implementation measures.
- Increased level of rough sleeping throughout the City.
- Greater demand for homelessness and housing related services throughout all sectors of housing within NCC.



Risk 07 - Assessment Date & Score					
Series					
		Actual Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	~	16	16	16
	Risk Rating	⊞	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Main issues are maintaining experienced staff and budget savings each year	➔

Planned Mitigation

		Mar 2018
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.01	<p>Education</p> <p>Increasing population putting extra pressure on school places across Newport. One new school (due to open September 2017) and second new school (due to open September 2018). Both established largely through 106 funding. Additional school places have been established across the city through a capacity exercise. Where schools are being re-developed, (e.g. Bryn Derw, Caerleon Lodge Hill) additional places have been included.</p>	<p>The opening of Glan Lyn Primary has been deferred until September 2019. It is apparent that there are surplus places for reception and year 1 in the area. The new Lodge Hill Primary build is on track. The 21st Century Schools Band B plans have been approved to include the expansion of schools to meet the pupil place challenge within the city.</p>
✓ Risk 07.02	<p>Education</p> <p>Increasing population putting extra pressure on school places across Newport. Three further new build schools are planned through 106 monies funding from 2019 – 2024 (NB: shortfall in funding that will need to be made up by Authority). Forecasts show that there is also a need for expansion on existing school sites, in specific areas of the city, with significant population growth.</p> <p>A Welsh Government 21st Century Band B' schools bid has been made which focusses on Newport's urgent need for additional school places as our key priority.</p>	<p>The 21st Century Band B plan for Newport has been approved by Welsh Government.</p>
✓ Risk 07.03	<p>As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.</p> <p>The number of educational places within the city need to grow in order to provide provision for pupils with complex needs.</p>	<p>The expansion of Maes Ebbw Primary has been accepted. The movement of the tertiary element of the school has not concluded. The local authority will work with the school to find a solution over summer term. A scoping exercise will take place to consider if Ysgol Bryn Derw can expand to increase pupil numbers.</p>
✓ Risk 07.04	<p>Growing population of highly vulnerable children:</p> <p>The number of Learning Resources Bases across the city will expand to support increased demand of pupils with Special Educational Needs, allowing them to maintain mainstream school places.</p>	<p>The Learning Resource Base at Lodge Hill primary is on track to open. The Glan Lyn Primary Resource Base will be delayed by 1 year.</p>
✓ Risk 07.05	<p>The total cost of Out of County placements continues to grow. Education Services will develop an analysis and forecast of Out of County Placements in order to facilitate a strategic plan of supporting these needs in the most affordable way over the next five years.</p>	<p>Scoping work continues on the establishment of SEBD provision. Consideration is being given on the present and projected requirements for pupils with Social, Emotional and Behavioural needs across the city.</p>
✓ Risk 07.06	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Older Person's Pathway - joint initiative with Health, people identified from GP surgeries and offered a Stay Well Plan that is individualised and focused on maintaining well-being and health.</p>	<p>Continuation of the project within Health. An independent evaluation has been completed and demonstrates that the targeted approach has had a positive impact on diverting citizens away from statutory provision. This was achieved by measuring the frequency of contact with statutory services within the sample cohort and a reduction was evidenced.</p>
✓ Risk 07.07	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Reconfiguring a number of service pathways including Frailty & Reablement to reduce duplication, streamline provision, facilitate hospital discharge and provide services focused on maintaining independence.</p>	<p>Following a review a decision has been made to consolidate the frailty care support team within the reablement service. This will ensure a better service for citizens as the development of a more streamlined and integrated pathway is implemented. The new service model will commence on the 1st June 2018. The revised model will deliver lower waiting times and enable demand to be more effectively managed.</p>

<input checked="" type="checkbox"/> Risk 07.08	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION Investment in preventative services including 2 Third Sector consortiums offering information, advice and assistance for any Newport citizen.</p>	<p>The Newport Support Partnership is fully established and has demonstrated an effective low level support service across the service areas of information, advice and assistance. There is clear evidence that the service is reducing demand for statutory provision by supporting carers and offering low level community services such as befriending that improves people's well being.</p> <p>Close links have been forged with our First Contact Team and with the Community Connector Service. This ensures better oversight of case management and reduces the prevalence of duplication.</p>
<input checked="" type="checkbox"/> Risk 07.10	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION Utilisation of ICF for Community Connectors offering community based assistance to people who require support to access low level services</p>	<p>The on-going availability of ICF ensures that Community Connectors continue to support citizens with low level needs by empowering and assisting them to use personal and community resources to improve short and long term well being goals.</p> <p>As the team is now fully established strong links with First Contact and the Third Sector Consortium continue to strengthen the range of services that focus on early intervention and prevention .</p>
<input checked="" type="checkbox"/> Risk 07.11	<p>MARKET MANAGEMENT Domiciliary care and Residential and Nursing provision commissioned robustly. Working closely with providers to ensure services are fit for purpose in terms of quality and capacity. Relationship management ensures flexibility and responsiveness.</p>	<p>Both externally commissioned and in house services are monitored and reviewed on a regular basis.</p> <p>On going dialogue with providers around fees that support the market and protect the quality of care.</p>
<input checked="" type="checkbox"/> Risk 07.12	<p>MARKET MANAGEMENT Ensuring in house services are cost effective and targeted at community need.</p>	<p>In house services are regularly reviewed to ensure they are cost effective and fit for purpose. Supported Living is being reduced in response to the changing needs of tenants. Blaen-y-Pant Residential Care Home is offering placements to people with learning disabilities. The 4 Extracare schemes are being outsourced to achieve greater long term efficiencies.</p> <p>The above indicates the changes that are being effected on the basis of continuous review and of the need to respond to demand.</p>
<input checked="" type="checkbox"/> Risk 07.13	<p>MARKET MANAGEMENT Cost control –negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce</p>	<p>Fee negotiations underway for 2018/19 - challenging to balance the budget against the needs of the market.</p>
<input checked="" type="checkbox"/> Risk 07.14	<p>MARKET MANAGEMENT Engagement with Regional workstreams to address National issues around the purchase of domiciliary and residential care services</p>	<p>Workstreams are addressing the issues faced by all Welsh Local Authorities in the delivery of social care – budgets - stability of market.</p>
<input checked="" type="checkbox"/> Risk 07.15	<p>MARKET MANAGEMENT Early engagement with Health to maximise CHC funding for people with Health needs.</p>	<p>This is on-going, CHC triggers, where identified are being taken through the correct channels. ABUHB are pushing back on many referrals and NCC is developing more robust approaches to ensure referrals are successfully progressed.</p>
<input checked="" type="checkbox"/> Risk 07.16	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Investment in a consortium model of third sector preventative services to offer a single point of contact for all Newport citizens</p>	<p>On-going monitoring of preventative services to demonstrate effectiveness and value for money.</p>

✓ Risk 07.17	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Investment in a Third Sector mental health consortium in partnership with Health – offering a single point of contact for citizens in Gwent.	On-going monitoring to measure effectiveness at managing demand and offering interventions and assistance to those who would not be eligible for statutory care but who need support.
✓ Risk 07.18	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Utilisation of ICF to deliver a Community Connector Service – offering community support for people to access services.	On-going monitoring to measure effectiveness at managing demand.
✓ Risk 07.19	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Utilisation of ICF to employ a Carers Development Officer	The Carers Development Officer has established a new carers network that is more representative of the diverse nature of caring. Better opportunities for communication and consultation are now in place and a carers strategy is being developed in conjunction with Health and neighbouring Authorities.
✓ Risk 07.20	Growing population of highly vulnerable children Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated: • Re-tendering for the Strategic Collaborative Partnership that delivers the Family Assessment Support Service (FASS) and Family Support Team (FST).	From June 2017 to March 2018 there has been a significant increase in the number of looked after children. The reasons for the increase is multi factorial and is replicated in some neighbouring LAs. The number of children in care proceedings has doubled. The complexity of the presenting cases are significant is challenging. The pressure of the doubling of the court workload and the increasing numbers of looked after children is placing staff under exceptional strain. The demand is regularly reviewed but there is no indication that decision making has changed and both CAFCASS and the Judiciary are clear that the current cases are appropriate in terms of issue. The most common criticism from both CAFCASS and the Judiciary is that social workers have persisted too long in sustaining families and issuing earlier would for some be appropriate.
✓ Risk 07.21	As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase. Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated: • Full review of short break services for families with Children with disabilities. • Full review of providing house respite service for families with Children with disabilities.	Currently in process. When successful tenderer has been awarded contract work will commence with provider to develop service and be on going contract management.
✓ Risk 07.23	Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated: • Carers Development Officer supports families with Children with disabilities.	On-going monitoring to measure effectiveness at managing demand. Newly established Carers Network ensures better communication and engagement with carer/parent groups.
✓ Risk 07.24	Engagement with Regional work streams to address developing a consistent framework around Continuing Health Care Process.	The concerns around accessing CHC are felt regionally and work is on-going to develop consistent processes to ensure challenge is effective.
✓ Risk 07.25	Cost control – negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce.	Continued fee negotiations with providers to ensure best value and to ensure best outcomes. Standard monitoring of pay rates, travel time etc. to encourage recruitment and retention within the independent sector.

<p>✓ Risk 07.26</p>	<p>Community Regeneration Aligning services and grants into one programme (Neighbourhood Hubs) will support a rationalization process across all the grants, this process will help us to achieve smarter ways of working that could support a long term vision of sustainability. Processes such as;</p> <ul style="list-style-type: none"> • Staffing – the alignment of staff can reduce the requirement for current levels in finance and management functions. • Duplication – aligning programmes will support projects who share outcomes to end specific projects therefore reducing wasted expenditure. • Commissioning – a single commissioning model will provide the less duplication and savings in regards to management fees to other organisations. • Assets – The colocation and integration of teams through Neighbourhood Hubs will negate the requirement for different facilities and will provide greater focused usage in specific centres. 	<p>Project plans have been designed to implement reviews and changes to projects. Business plans have been drafted for consideration for Neighbourhood hubs and its facilities.</p>
<p>✓ Risk 07.27</p>	<p>Community Regeneration Work with funders to identify further opportunities to provide additional resource to community delivery.</p>	<p>There are applications submitted for funding to DWP, WG and WEFO to ensure we are able to enhance our community offer. We anticipate responses by December 2018.</p>
<p>✓ Risk 07.28</p>	<p>Housing Services That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends. The number of older people in Newport is growing. More than 600 owner-occupiers aged over 55 currently have active applications for some form of affordable housing</p>	<p>Provision of additional affordable housing solutions for applicants 55 and over currently under development in Beechwood, Gaer and St Julian's with further schemes to be delivered in Llanwern, Ringland and Rogerstone. Also remodelling of existing schemes by RSL partners in Pill and Malpas.</p>
<p>✓ Risk 07.29</p>	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.</p> <ul style="list-style-type: none"> • Increased resources provided to assist in homeless prevention and to secure additional staffing to meet need • Grant funding available from Welsh Government targeted to key demand areas of the homelessness prevention service across a range of partners • Links with third sector agencies in place and being developed to meet demand for services • Regional Homelessness Strategy under development in order to explore regional opportunities for service development/initiatives 	<p>Monitoring outcomes through returns to Welsh Government around prevention of homelessness.</p> <p>Monitoring of partnerships in line with grant terms and conditions.</p> <p>Monitoring of partnerships and outcomes through relevant groups and processes in place.</p> <p>Currently under development and monitoring arrangements to be formalised/established.</p>

<p>✓ Risk 07.30</p>	<p>Increasing population putting extra pressure on demand for affordable housing or specialised housing</p> <p>Increased pressure to deliver affordable housing, but in a climate when viability issues on sites regularly see the development industry reducing the percentage of affordable housing they are willing to deliver</p> <ul style="list-style-type: none"> • Homeless prevention work to secure alternative affordable accommodation options established and embedded within statutory services • Procurement of temporary accommodation for homeless households in place to meet the changing demands and needs for the service 	<p>Wherever possible achieving the provision of affordable housing in sec 106 agreements as well as working with RSL to deliver sites. Continue to lobby Welsh Government for a multi-disciplinary scrutiny panel to assist in assessing viability.</p> <p>On-going monitoring through performance management with outcomes recorded on statutory returns to Welsh Government.</p> <p>On-going monitoring around provision and though budget management relating to costs and supply.</p>
<p>✓ Risk 07.31</p>	<p>Growing population of highly vulnerable children requiring housing solutions within the care system and once leaving the care system.</p>	<p>Currently working in partnership with Children's Services to provide innovative solutions for children and young people with challenging behaviour who are currently accommodated out of county or in placements which are not achieving the required outcomes.</p>
<p>✓ Risk 07.32</p>	<p>Increasing shift away from owner occupation towards private renting</p> <p>A study for the Welsh Government into the fees charged by letting agents showed that Newport has a relatively high proportion, 36% of registered rental properties managed by agents, and was designated a high rent area and the total number of properties registered was 8,252. The study found that, although the work required and the costs incurred by the agents were similar in all areas, the fees charged to applicants varied considerably, according to the size of agency and the local housing market. Fees can make it difficult for low-income tenants to secure private rented housing, especially if they are obliged to move more frequently than owner-occupiers would when assured shorthold tenancies come to an end.</p>	<p>The increased demand from within the general population has come at a time when due to recent legislative changes there will be an impact on this market. The Housing (Wales) Act 2014 introduced 'Rent Smart Wales', a compulsory registration and licensing scheme for private rented homes. From April 2017, there are changes to tax relief on mortgage interest for landlords which are likely to reduce the landlord's profit. In 2016/17, 100 households in Newport became homeless from their privately rented accommodation because they had been given notice by their landlord or served with an eviction order.</p> <p>Work needs to be undertaken with private landlords and letting agents to understand the increased demands for this type of accommodation and ways in which the authority can assist, and also reduce its own costs from a homelessness perspective.</p>
<p>✓ Risk 07.33</p>	<p>Increasing concerns about the standard and fitness within the existing housing stock</p> <p>Much of Newport's housing stock is pre-1920's and, in 2017, the council's Environmental Health team identified nearly 13,000 serious hazards in Newport homes, most of them privately rented.</p>	<p>Provision of Welsh Government loans schemes to assist to bring properties in the private sector up to an appropriate standard, from both a fitness and energy efficiency perspective.</p>
<p>✓ Risk 07.34</p>	<p>An expanding population of older people along with increasing numbers of people choosing to remain living in their own homes will increase demand for mandatory home adaptation services</p> <p>Increasing pressure on the adaptations capital budget.</p>	<p>On-going monitoring of demand and thorough budget management relating to costs and supply. Provision of funding for smaller scale, preventative (discretionary) adaptations to mitigate future demand for more costly, complex (mandatory) schemes.</p>

Risk 08 - Risk of Stability of External Suppliers

Responsible Officer	Strategic Director - People
Lead Cabinet Member	Cabinet Member for Social Services

Risk rating prior to mitigation

August 2017 - High (20)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 08 - Risk of Stability of External Suppliers	Growing cost of delivering services and purchasing materials will impact on external supplier's ability to continue to fulfil contract obligations. Potentially short notice of inability to provide services.	Sep 2017	<ul style="list-style-type: none"> Change Programme Corporate Plan Service Planning

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RM03 Risk Probability



Risk 08 - Assessment Date & Score					
Series					
<input type="button" value="Actual"/> <input type="button" value="Risk Rating"/>					
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Actual	~	20	20	20
	Risk Rating	⊕	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	→

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✔ Risk 08.01	Market Management Consultation and engagement with social care providers	It is critical to maintain the momentum of dialogue with providers if we are to maximise our influence on the social care market. We have a responsibility to protect the sustainability of services and to ensure appropriate care is available at a fair cost to meet the needs of Newport citizens. Continuous dialogue with Providers to understand the real costs of care, helping them to operate efficiently and escalating identified pressures through the appropriate financial channels.
✔ Risk 08.02	Encouraging New Providers To Enter The Market The offer of block contracts for domiciliary care hours that provides incentive for new providers and creates a diverse market place.	The Commissioning and Contracts Team have reduced the offer of block contracts and moved toward a spot purchasing approach to achieve flexibility within the market. Providers are happy with this as there is sufficient demand to ensure they are sustained. This change of approach is a direct consequence of NCC's knowledge of the market and mature relationships with social care providers. This change has been well received and protects services whilst delivering a healthy competitive environment and flexibility to citizens.
✔ Risk 08.03	Encouraging New Providers To Enter The Market Open dialogue with providers interested in entering the market to ensure they are fully informed about service demand and future commissioning intentions.	The domiciliary care provider market has recently recovered with 3 new providers currently operating in Newport. The Commissioning & Contracts Team have been able to engage with them and make use of the additional capacity because of the shift towards spot purchasing that encourages a more diverse market.
✔ Risk 08.04	Developing New Sustainable Models of Service & Maximising Alternative Funding Working with partners such as Housing and Health to develop new services that are more financially sustainable and offer better opportunities for people to live independently.	Ty Eirlys opened in April 2017 and 13 tenants have moved in. Centrica has been refurbished with ICF capital funding. 7 new flats for people with learning disabilities are soon to open in Bettws as a result of partnership with Housing and Pobl Group

<p>✔ Risk 08.05</p>	<p>Working With Commissioning Partners Working Regionally & Nationally to share knowledge, best practice, market intelligence and to develop commissioning strategies in both adults and children's services.</p>	<p>Continued work with the 4C's Consortium in relation to sourcing appropriate placements for Children.</p> <p>Engaged with the National Commissioning Board, set up by the Welsh Government to address issues within the residential care sector for older people, currently developing a regional contract in order to streamline processes, create a consistent approach, improve communication and generate efficiencies.</p> <p>Engaged with the National work-stream around domiciliary care to address the issues around workforce stability and market resilience.</p> <p>Most providers operate in multiple local authority areas, so sharing intelligence with other commissioners is essential.</p>
<p>✔ Risk 08.06</p>	<p>Commissioning Function Strong, well organised Commissioning function and agreed strategies that effectively oversees and controls all purchasing activity and understands the local market. The Commissioning team are fully sighted on market issues, have well developed relationships with providers and work closely with operational teams to source good quality sustainable services.</p>	<p>It is vital that we have a strong Commissioning Team in order to respond to challenges presented by the external market including poor provider performance, provider failure, providers giving notice on complex packages and providers exiting the market - failure to do so would put vulnerable people at risk. Effective commissioning of care and placements that require Providers to demonstrate sustainable staff recruitment and retention practices, including pay rates and training opportunities.</p>

Risk 09 - Increasing Pressure on Existing Infrastructure

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene

Risk rating prior to mitigation

August 2017 - High (16)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 09 - Increasing Pressure on Existing Infrastructure	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan Service Plans

Risk 09 - Description/Rationale

The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.

Traffic at the Toll's is currently 'held' back and released creating a pulsing effect on traffic entering Wales.. Removal of this effect will result in more traffic reaching the 2 lane sections at Magor and the Brynglas tunnels quicker, with associated congestion.

Although that is primarily a network management issue for the SW Trunk Road Agency, it is likely to result in rat running on alternative routes impacting on the city's network. Increased use of the Steelworks Access Road, SDR and Chepstow Road is anticipated as the main alternatives motorists will seek to use. We know this with some confidence due to the regular effect on our network of congestion, road collisions and roadworks on the M4.

The tolls are a barrier to logistics companies (some firms spend £200k per annum in toll fees); therefore many logistics and distribution firms locate on the English side of the bridge. Removal of the tolls is likely to result in a review of location, with the potential relocation in and around Newport increasing the impact on local networks.

House prices in Bristol are relatively expensive; therefore removal of the tolls could increase the attractiveness of living on the Welsh side and commuting to Bristol. This presents an opportunity for Newport, especially locations with good motorway access east of the tunnels but it will attract significant additional car journeys.

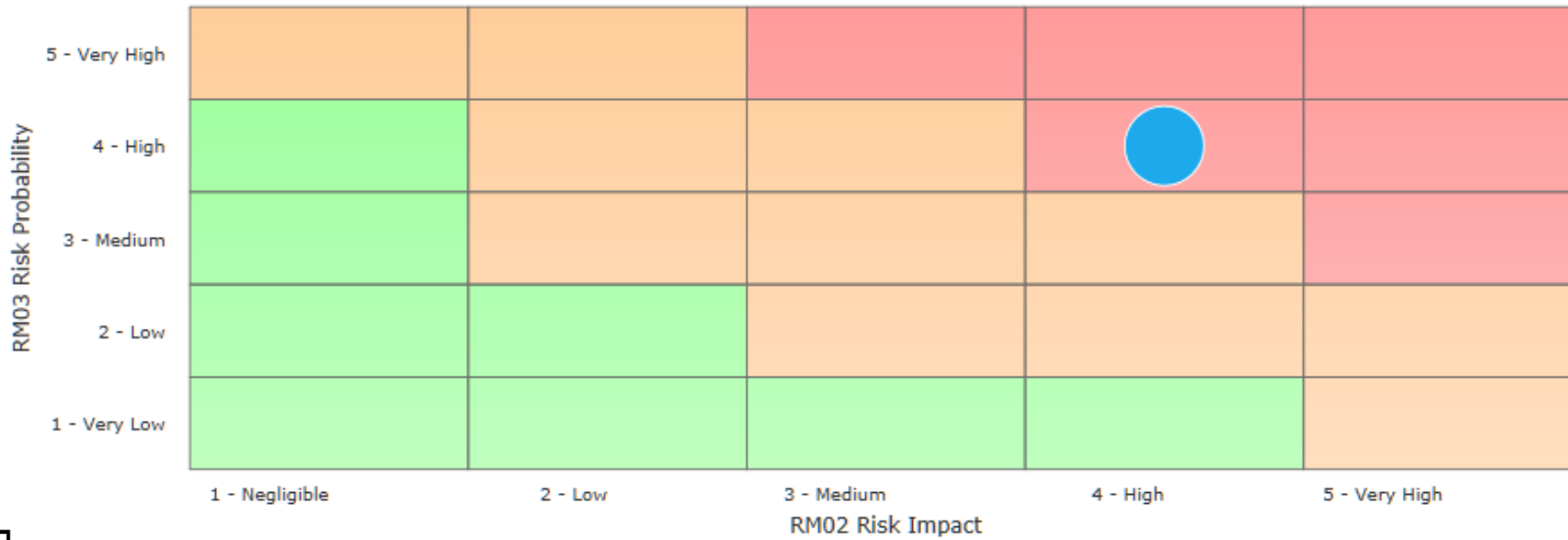
Increased light and heavy vehicular usage will impact on the whole life of our highway assets and result in increased routine maintenance and associated revenue and capital investment.

Any additional traffic will be detrimental to air quality – particularly within the city's existing AQMAs

Impact on public transport and Council services

Increased traffic on local roads will have a detrimental impact on journey time/reliability. It will also increase operating costs for public transport and council services that rely on road based delivery models. (The Welsh Assembly Enterprise and skills committee are undertaking an inquiry into the impact of congestion on bus services).

Consideration of additional resources or different delivery models may be required as mitigation.



Risk 09 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
RM01 Risk Rating	Risk Score	~	16	16	16
	Risk Rating	⊕	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
The rationale has been updated to reflect the decision to reduce the tolls in the interim before the abolishment at the end of 2018. Risk score remains steady at 16.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 09.01	In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport.	In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport.
✓ Risk 09.03	Improved links to existing M4.	Newport are currently working with WG on improving transport links, congestion and journey times through the Junction 28, Forge Road and Tredegar Park roundabouts reconfiguration works.

Risk 10 - Climate Change

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene The Deputy Leader and Cabinet Member for Assets and Member Development

Risk rating prior to mitigation

August 2017 - Medium (12). There are a number of risks within this document, each with an individual risk ranging from low to high. The average risk as a whole has been calculated as upper medium.

Risk	Description	Mar 2018	
		Identified	Links To
Risk 10 - Climate Change	<p>It is generally accepted that the effects of global warming will result in:</p> <ul style="list-style-type: none"> · All areas of the UK get warmer and the warming is greater in summer than in winter; · Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK · Sea levels rise - more in the south of the UK than the North. 	Sep 2017	<ul style="list-style-type: none"> ▪ Civil Emergencies ▪ NCC Assets ▪ Severe Weather Emergency Plans ▪ Streetscene Service

Risk 10 - Description/Rationale

It is generally accepted that the effects of global warming will result in:

- All areas of the UK get warmer and the warming is greater in summer than in winter;
- Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK
- Sea levels rise – more in the south of the UK than the North.

To tackle the challenge of climate change, Newport needs to act on two fronts;

- Prepare for the changes that are already happening because of the greenhouse gases which have already been released
- Reduce the greenhouse gases we emit through our operation by reducing and decarbonising our energy consumption

Preparing for the changes

Newport should consider how various climate change variables such as intense or prolonged rainfall; hotter temperatures and higher wind speed will impact on the type of highway assets that they manage and the likelihood of these events occurring. By doing this the greatest generic risks to network closure or restriction can be identified. These are likely to be;

- Flooding (pluvial, fluvial, groundwater and coastal)
- Snow
- Landslips
- Scour
- Wind damage
- Heat/ water and frost damage
- Disruption at interchanges with other transport modes such as rail and bus.
- Inadequate or over stretched resources to meet demand

Newport should review and apply the latest UK Climate Projections, as developed by the Met Office and Environment Agency, when assessing future risk and vulnerability. These projections for future changes to both average climatic conditions and also the frequency of extreme weather events, allow for an understanding of where risk levels may change, and the identification of new risks which may emerge as the climate changes. When applied alongside records of past incidents, and other information sources (such as flood maps), climate projections may also help to identify when and what action should be taken to adapt to the risks.

The locations where there is potential for these events to occur on the Network should be identified. This can be done using the highway asset inventory and records of past incidents of weather related damage or incidents such as flooding or landslips.

The local Flood Risk Management Plans should also be used to identify areas prone to flooding. Where possible, local knowledge should be used to validate the findings.

Decarbonising and reducing our energy consumption

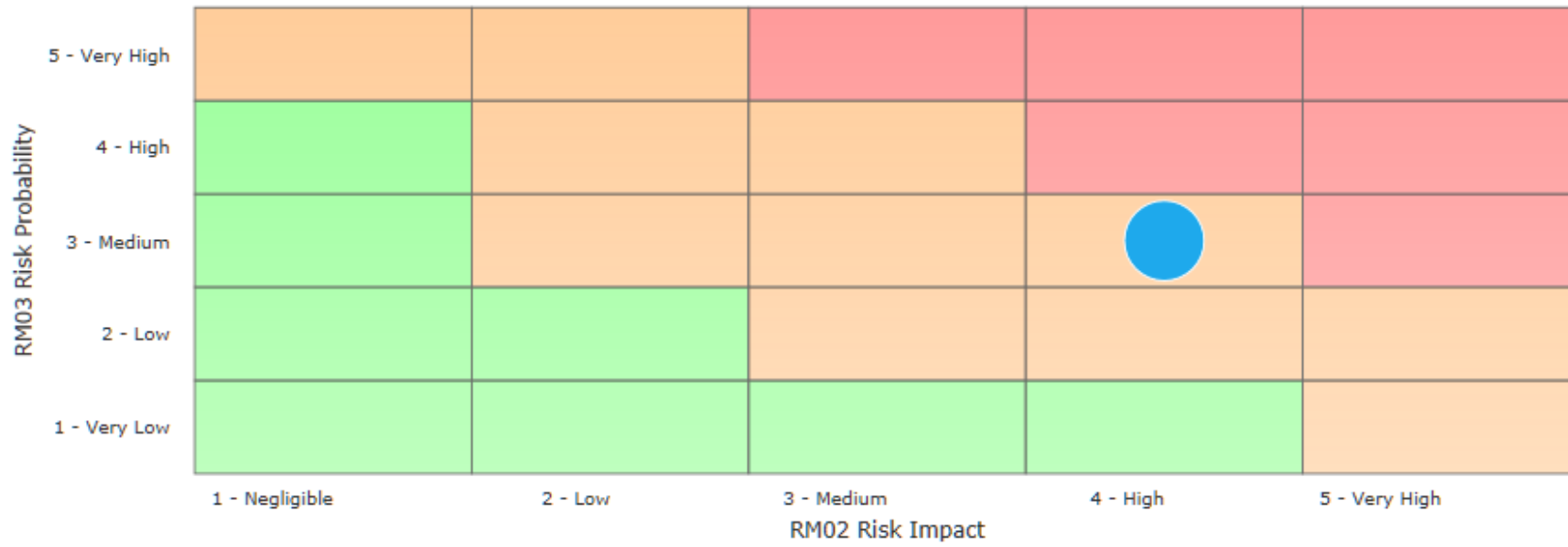
The Environment (Wales) Act 2016 requires that Wales reduce its carbon emissions by 80% by 2050; at the time of writing the Welsh Government are consulting on the Public Sector being Carbon neutral by 2030 as well as how targets and budgets will be implemented from now until 2050.

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

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

Newport City Council has limited renewable energy generation across our estate, increasing this significantly would be a major step towards meeting emission reduction targets. Potential locations for installations will be reviewed and options for implementation considered.

Some of the risks may have the potential to be reduced by mitigation action. Such action could range from improved routine inspection or maintenance regimes to major asset improvement or replacement works. Options for mitigating the greatest risks should be explored with a view to prioritising those measures that will provide the greatest return on investment in terms of reduced risk. These measures should be integrated with the asset management plan with an appropriate weighting.



Risk 10 - Assessment Date & Score					
Series					
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
RM01 Risk Rating	Risk Score	~	12	12	12
	Risk Rating	⊕	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged	➔

Planned Mitigation

		Mar 2018
		Risk - Action Status/Control Strategy
✓ Risk 10.01	Produce and implement a Carbon Management and Implementation plan to set out a strategy, objectives and programme to reduce overall carbon emissions, provide investment opportunities and to mitigate against anticipated increases in energy supply costs.	Plan to be published in April 2018.
✓ Risk 10.02	Aim to get the best value for money from procurement of utilities through the National Procurement Service. Wherever possible purchase electricity backed by Renewable Energy Guarantee of Origin Certificates.	Our electricity supply is 100% renewable for all sites supplied by our principle NPS electricity supplier. The aim is for all sites to be with the principle supplier.
✓ Risk 10.03	Undertake a full review of the Council's assets and their suitability for the application of renewable energy technologies to deliver Carbon and financial benefits.	A REW supported solar PV study is due to be completed on 18 buildings with the best potential to host the technology.
✓ Risk 10.04	Plan and deliver Sustainable Urban Drainage Systems (SuDS) - SuDS such as permeable surfaces, swales, wetlands and ponds can play an important role in managing local flood risk in urban areas since they replicate natural surface water drainage systems.	<p>Welsh Government is currently consulting on legislation for the Implementation of sustainable drainage systems on new developments.</p> <p>The primary aim of this legislation is:</p> <ul style="list-style-type: none"> • To encourage SUDS on new developments, such as swales, ponds, storage areas, etc. in order to manage drainage and surface water; • For a SAB (SUDS Approval Body) to be implemented within each council to review SUDS designs prior to construction; • For SAB'S (Local Authorities) to adopt and maintain SUDS over their lifetime.
✓ Risk 10.05	Comprehensive and robust Adverse Weather Plans.	<p>The plan will evolve to mitigate the effects of climate change as they start to impact on council services and assets.</p> <p>Consideration needs to be given to the provision of a suitable co-ordination structure and associated resources to prepare for the impact.</p>
✓ Risk 10.06	Plan and deliver green infrastructure - green infrastructure (trees, parks, open space etc) is important because it can help to keep cities cool in the summer, provide drainage routes for surface water and provide pathways through the urban environment for biodiversity to migrate as the climate changes.	<p>The Green Infrastructure of the authority is monitored and managed primarily through overarching plans, policies and guidance such as LANDmap, the Local Development Plan, the Biodiversity Action Plan, the Fields in trust Standards and the assessment of Accessible Natural Greenspace provision.</p> <p>Develop the criteria for the Special Landscape Areas.</p> <p>Gwent Levels Landscape Character Assessment and Green Infrastructure assessment through the Living Levels project.</p> <p>Comprehensive management and replacement programmes for trees and woodlands.</p>
✓ Risk 10.07	Selection of road surfacing materials that have a higher resistance to heat damage and /or heat reflectivity. Increased preventative maintenance to seal surfaces to water ingress and arrest disintegration.	Newport will continue to review the performance of materials and promote timely intervention to secure the whole life of assets. Advances in materials and technology will be embraced where and when applicable.
✓ Risk 10.08	Maximise on available Welsh Government funding to improve the defence of the city against fluvial and coastal flooding.	Newport will continue to work with all relevant partners to secure funding to mitigate these risks. However, lack of capital funding to meet the authority's contribution can be a barrier.

Risk 11 - Increasing Demands on IT Services and the Modernised Agenda

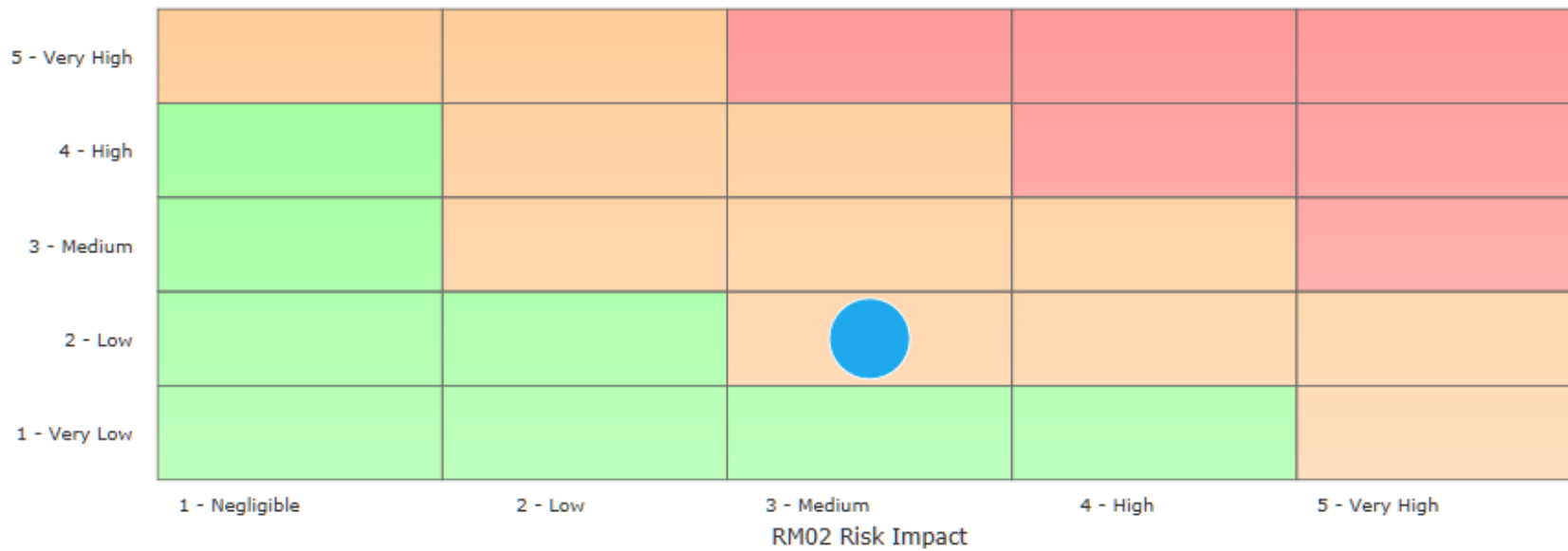
Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (6)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 11 - Increasing Demands on IT Services and the Modernised Agenda	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan Modernised Council Agenda People and Business Change Service Plan

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RM03 Risk Probability



Risk 11 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	6	6	6
	Risk Rating	ⓘ	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 11.01	Manage and develop effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	Arrangements in place to monitor planned work and projects as part of client side management arrangements. More strategic issues being addressed following transfer of service in conjunction with SRS Delivery Group. Workshop held to review the original business case investment objectives and action plan being developed.
✓ Risk 11.02	Development and implementation of digital by default by committing to move all transactional services online and fully digitising the back-office.	Strategic aims and objectives being developed and will be managed in line with work on 'Modernising Council'. Also monitored by the council's Digital Board. Good progress on streamlining internal forms processes.
✓ Risk 11.03	Monitoring of carefully considered data set to manage performance of the SRS arrangement/demand on services.	Performance measures are in place and monitored on a quarterly basis. Monthly performance information provided by SRS reviewed at SRS Delivery Group and Digital Board. Dashboard created in MI Hub.

Risk 12 - Increasing Risk of Cyber Attack

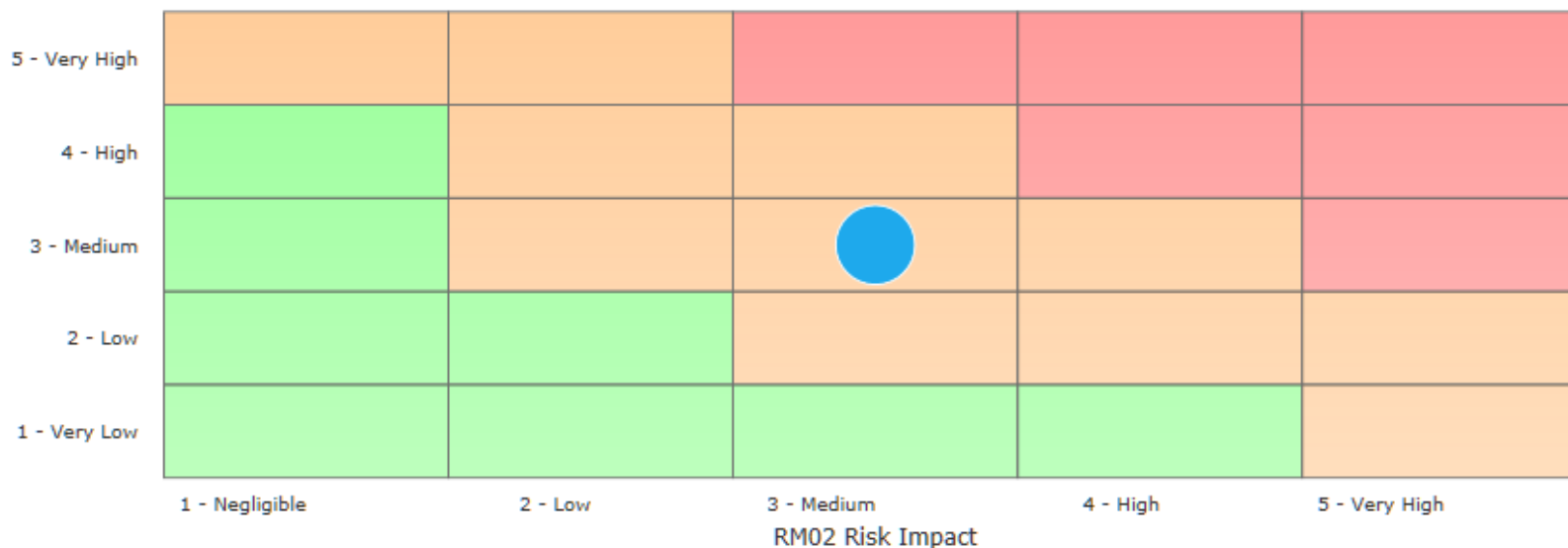
Responsible Officer: Strategic Director - Place
 Lead Cabinet Member: Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (9)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 12 - Increasing Risk of Cyber Attack	Risk of data loss, disaster recovery, impact of possible fines.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan Modernised Council Agenda People and Business Change Service Plan

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 RM03 Risk Probability



Risk 12 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	9	9	9
	Risk Rating	ⓘ	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

		Mar 2018
		Planned Mitigation
		Risk - Action Status/Control Strategy
Page 180	✔ Risk 12.01	<p>Using and Securing Data in line with the council's Digital Strategy. Numerous information risk management activities including the role of the Information Governance Group, Senior Information Risk Owner (SIRO), and Annual Information Risk Report. Also managing compliance, information security incident management, training and awareness raising.</p> <p>Most of the activities are carried out on an on-going basis. Vulnerabilities identified by the Annual IT Health Check almost complete. New Annual IT Health Check scheduled to enable April submission for Public Services Network (PSN) accreditation. Lessons have been learned as a result of previous incidents and improvements have been made to business continuity arrangements with further improvements scheduled. The Information Governance Group, SIRO and information governance team manage information risk on behalf of the council.</p>

Risk 13 - Asset Management: Carriageways and Buildings

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene The Deputy Leader and Cabinet Member for Assets and Member Development

Risk rating prior to mitigation

August 2017 - High (20)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 13 - Asset Management: Carriageways and Buildings	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council's ability to maintain assets in the short, medium and long term due to increasing budget pressures.	Sep 2017	<ul style="list-style-type: none"> ▪ Corporate Asset Management Plan 2018-2023 ▪ Corporate Property Strategy and Strategic Asset Management Plan 2013-2018 ▪ Streetscene Service Plan

Risk 13 - Description/Rationale

Carriageways

It is acknowledged throughout Wales that current funding levels fail to ensure a minimum of steady state in highway condition and untreated highway assets continue to deteriorate. Although Newport has proactively used its powers to fund highway condition improvements through prudential borrowing and has benefited from Welsh Government's Local Government Borrowing Initiative (LGBI), the cessation of the Welsh Government's Road Maintenance Grant has resulted in under investment into the city's carriageway asset stock since 2014/15.

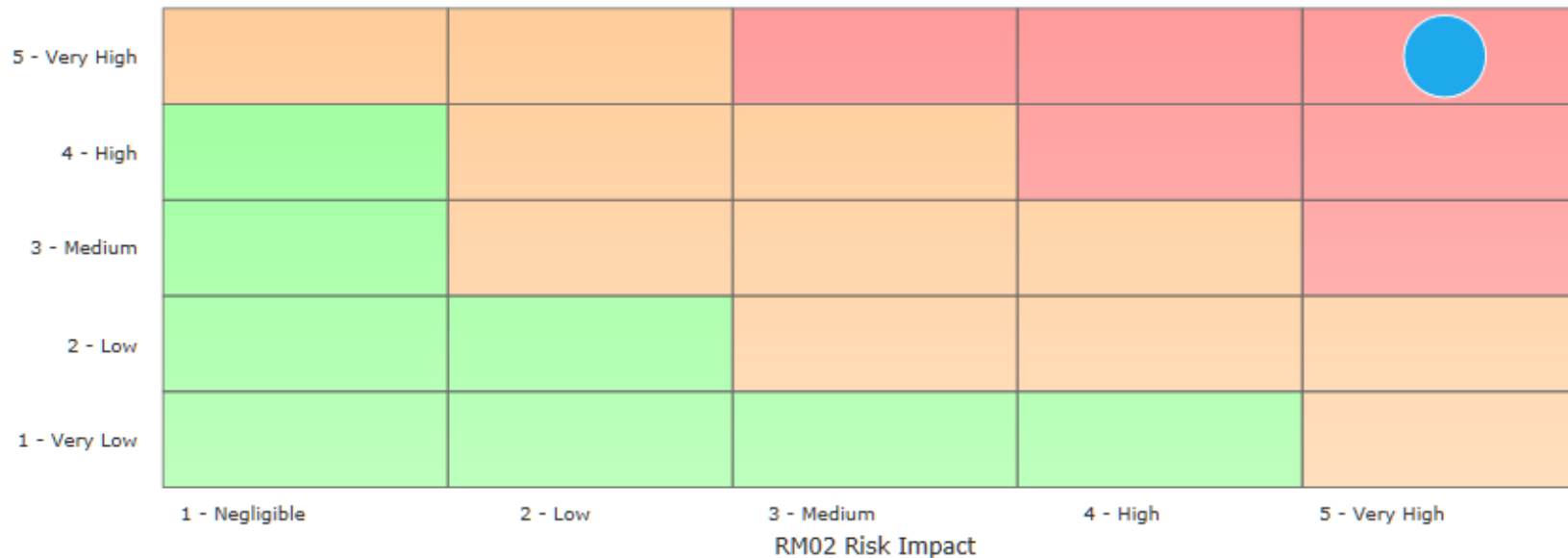
Carriageway condition is a Public Accountability Measure within the council's suite of performance indicators. using the Horizons asset management tool, highway condition can be forecasted for future years against differing levels of capital funding. Using a zero capital budget scenario, the condition evaluations are:

- Cost (over 5 year period) to bring the network up to standard (clear maintenance backlog) = £31.8M.
- Cost (over 5 year period) to keep the PIs PAM 020,021 and 022 at a steady state (maintain current network condition) = £13.4M.
- Gross replacement cost £646M.

Buildings

Newport City Council has a significant property estate, many of which have suffered from a lack of annual and cyclical repair, maintenance and investment. £1.5M is invested annually within the NCC estate from the Capital Maintenance Programme, however, this is not enabling a meaningful impact in reducing the maintenance backlog, which is estimated to be at a value of £50M (dated May 2017). NCC is investing its repair and maintenance programme at a rate of £105/m² which is particularly low compared to adjacent authorities and public sector organisations.

The majority of backlog is contained within building elements such as roofs, timber windows, boilers and electrical works. Based on a maintenance backlog estimate of £50M and assuming a £3M annual depreciation across the estate an investment of £8M per annum would be required.



Risk 13 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	20	20	25
	Risk Rating	ⓘ	▲	▲	▲

Mar 2018	
Risk - Direction of Risk	Direction
Despite mitigating actions in place the condition of carriageways continues to decline, this risk is now rated as very high.	▲

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 13.01	Carriageways – The limited capital investment has been implemented to maximise the safety, serviceability and sustainability of the highway asset. However, asset condition continues to decline.	Carriageways – The limited capital investment has been implemented to maximise the safety, serviceability and sustainability of the highway asset. However, asset condition continues to decline.
✓ Risk 13.02	Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act.	Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act.
✓ Risk 13.03	Carriageways – Support WLGA in its lobbying of Welsh Government for the reintroduction of funding through another round of LGFI.	Welsh Government have confirmed £1m one off grant for highway capital maintenance in 2018/19. Asset condition will be recalculated following this investment. However, although welcome, considering the level of maintenance backlog, little impact is anticipated on whole life of network
✓ Risk 13.04	Buildings – Condition surveys are being enhanced for 2017/18 and 2018/19 to better understand the entire estate, with a reduced commitment for each year thereafter for cyclical condition surveys and specialist surveys to accompany.	Condition and measured surveys are being progressed and commissions being made for the following year.
✓ Risk 13.05	Buildings – A greater level of programming and prioritisation of the Capital Maintenance Programme for delivery to include life expectancy, building sufficiency and suitability, as well as backlog value.	Officers have reviewed the backlog of maintenance across the estate and work is being developed for the capital investment for financial year 2018/19.

Risk 14 - Recruitment and Retention of Specialist Professional Staff

Responsible Officer	Chief Executive
Lead Cabinet Member	Cabinet Member for Community and Resources

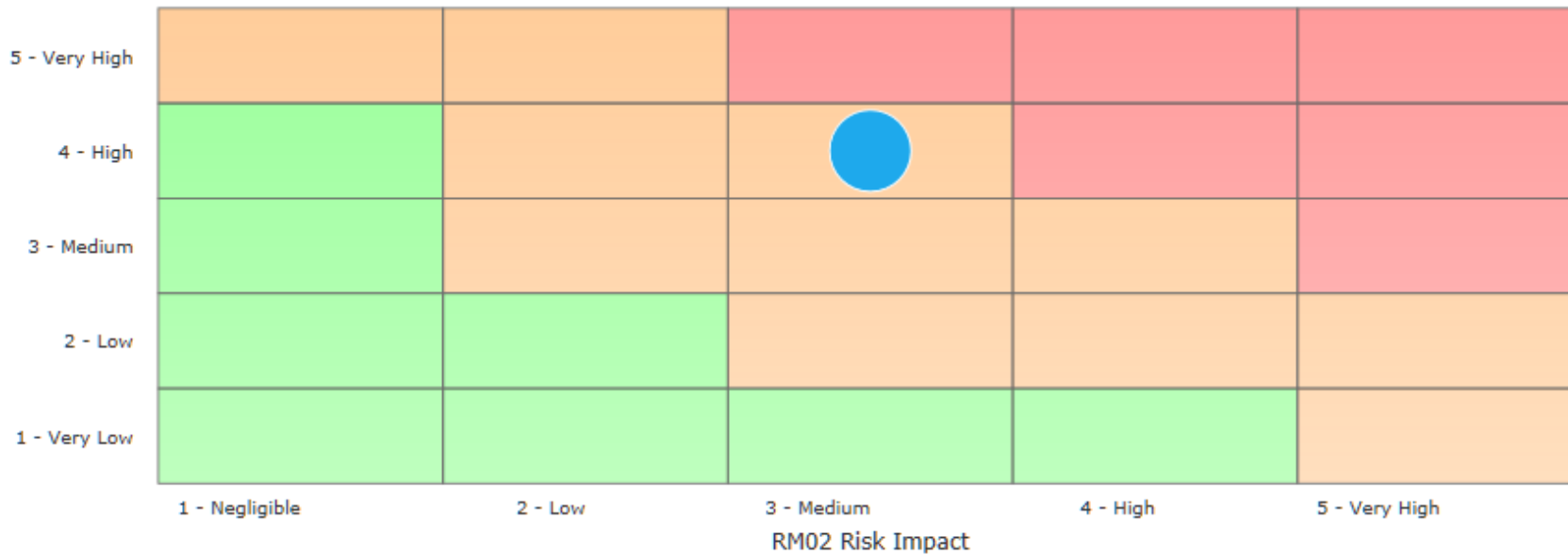
Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Mar 2018	
		Identified	Links To
Risk 14 - Recruitment and Retention of Specialist Professional Staff	Resilience of council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	Sep 2017	<ul style="list-style-type: none"> Corporate Plan

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RM03 Risk Probability



Risk 14 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Jun 2017	Sep 2017	Dec 2017	Mar 2018
▶ RM01 Risk Rating	Risk Score	~	12	12	12
	Risk Rating	ⓘ	●	●	●

Mar 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

Planned Mitigation

Mar 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 14.01	Review of equal pay audit in March 2018 to ensure integrity of the Council's pay and grading system.	
✓ Risk 14.02	Effective succession planning practices demonstrated in key service areas where risk is perceived to be high.	Heads of Service will be required to effectively succession plan to ensure internal talent is being developed in order to successfully appoint to key positions when vacancies arise due to external progression. Heads of Service will need to work closely with their HR Business Partner to identify their individual risks and what development needs exist within their current workforce.

Appendix 2

How the Council Assesses Risk

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

Risk Assessment Matrix

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

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

Risk Scoring

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

Risk Matrix

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

Impact Matrix

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)							
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational	
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	Unplanned budgetary disturbance <£100k	Loss of asset/money with value >£2k			Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	Unplanned budgetary disturbance £100-£500k	Loss of asset/money with value £2-10k	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution	
3	Medium	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	Unplanned budgetary disturbance £500k-£2M	Loss of asset/money with value £10-50k	Adverse WAO report. Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (e.g. several institutions), adverse local press, complaint/s upheld by Ombudsman	
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or	Unplanned budgetary disturbance £2-5M	Loss of asset/money with value £50-100k	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of policy/procedures,	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder	

Rating	Severity of impact	General description	Impact factors (and examples of what they might look like)							
			Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational	
				major disruption of several service areas for a shorter period				Significant fraud relating to several employees		group. Adverse national press
5	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	Unplanned budgetary disturbance >£5M	Loss of asset/money with value >£100k	Severe service failure resulting in WAG intervention/special measures Widespread significant fraud	Death of employee(s)		Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

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



Report

Cabinet

Part 1

Date: 23 May 2018

Item No: 9

Subject Revenue Budget Out-turn - 2017/18

Purpose This report presents the Councils revenue budget outturn for year ending 31 March 2018, sets out issues to bring to Cabinets attention and recommends use of the underspend and resulting position on the Council's reserves.

Author Head of Finance

Ward All

Summary Under difficult circumstances, the Council has managed its revenue budget well and the revenue outturn shows an underspend of £1,299k, representing just 0.7% of the net budget excluding schools and close to the £1.1m reported in January. There are two broad issues that explain this:

- The Council (i) received nearly £1m of unexpected, and welcomed, grants to deal with social care pressures in the year and (ii) due to the collection of a small number, but high value debts owed to the Council, was able to reduce its bad debt provision by c£300k;
- The Council has actually significantly overspent on some key budget areas, mainly demand led social care and special education needs (SEN) but these have been mitigated by better collection of council tax, lower demand for council tax reduction and use of the revenue budget contingency. These have been forecasted and reported throughout at least the second half of the financial year and balanced each other out, in the main.

Whilst the position is positive, there are areas of budget pressures which have been highlighted throughout most of the year, in particular the demand led social care/ SEN budgets where work is on-going to bring forward solutions to bring down spending and stabilise financial management, school budgets and delivery of 17/18 and previous year savings.

This report makes recommendations to earmark the underspend to reserves for future use, mainly to the implementation of a new 'Customer Services' system, short term capacity issues within the StreetScene department and implementation of the Councils agreed Corporate Plan. Spending of the under-spend in these areas should happen over the next 2 years.

Proposal That Cabinet:

1. Note the out-turn position, which is subject to audit and the major variances for the year (paragraphs 1-4);

2. To approve use of the underspend as set out in paragraph 8 of the report; note the other reserve transfers that are included in the outturn and the resulting level of the Council's general and earmarked reserves;
3. Note the school's outturn and the position on the individual and total school reserves and note / comment on the next steps in this area in paragraph 4;
4. Note the worsening financial position for schools as set out in paragraph 4;
5. Note the other areas of budget pressures and challenges in paragraph 4 and note / comments on the actions currently in place to manage these.

Action by Head of Finance

Timetable Immediate, to meet publication deadline for 2018/19 accounts.

This report was prepared after consultation with:

- Chief Exec
- Directors
- Head of Law & Regulation
- Head of People & Business Change

Signed

Background

This report provides a summary statement of key issues explaining the outturn position and which subsequently impact upon financial management.

There are monthly, service specific dashboards which Heads of Service (HoS) and Cabinet Members receive, providing more detailed explanations of the financial position, financial risk and action that have been taken to manage budget overspending.

THE REVENUE BUDGET POSITION

Summary

1. The revenue forecast outturn has been fairly consistent in its messaging throughout 2017/18 and the outturn now confirms this, as shown below. In essence, significant overspending in a small number of service areas have been mitigated by savings in 'non-service' budgets :

	£'000
Overspending in service areas (exc. Schools)	1,786
Overspends in Schools	<u>974</u>
Service area overspends	2,760
Schools balances transfer	(974)
<i>Non Service underspends:</i>	
Savings on C Tax benefit rebates – lower claimant No's	(1,432)
Council tax surplus saving – housing growth	(857)
Savings against Council's contingency budget	(1,473)
Other non-service	<u>677</u>
Net Underspend	(1,299)

2. Appendix 3 breaks down the above analysis in a bit more detail and shows that unexpected social grants of nearly £1m contributed to the above position with other service area over-spending and non-service underspending more or less balancing each other out. The position was carefully managed.
3. Appendix 1 and 2 shows the position on service/ non-service areas and activities respectively and whilst, as expected, there are variances across many areas, the variance shown are, with the exception of a small number of areas, relatively small and shows a generally good level of financial management across the Council.
4. As said, there are a small number of areas which have been significantly affected by increased demand for services and have significantly overspent. These have been reported throughout 2017/18 and the final position is shown below for Cabinets attention with actions currently in progress or planned, as appropriate. Cabinet are asked to note these and comment as appropriate on the actions in going forward.

(i) Children & Family Services - £1,991k overspend

- Out of area residential placements - £2,426k overspend, mitigated by staffing underspending - £631k. This is a demand led budget which has seen a significant increase in placements during the year (currently 25 placements at varying costs against a budget that can accommodate 13 placements).

The service is developing proposals to reduce and bring back out of area placements into the Council area by developing alternative support and residential capacity within Newport, at lower cost. Work is on-going and will be reported during 2018/19 monitoring.

(ii) Adult & Community Services – (£1,260k) underspend

- Residential income – (£1,138k) improved income. Overall surplus due to £367k more income from 206 extra clients, £200k more property income, £209k one off bad debt adjustment and £258k from in-year client income reassessments;
- Community care - £139k net overspend. This includes one off winter pressures funding and consequential funding of £877k. Without this one off funding community care would be reporting a gross overspend of £1,016k. Although there has been an overall reduction of 12 clients, there has been an increase of 11 on residential and 3 on supported living which are more expensive than non-residential packages.

Whilst no overspend, the community care 'spend' budget is significantly overspending and was reduced in 17/18 because of unexpected grants. Much of the grant funding mentioned above has now been transferred into the 2018/19 budget on a permanent basis and the residential income above needs further review to ascertain what of this could also contribute towards the community care costs.

(iii) Education – £914k overspend

- Pressure due to demand placed upon a number of Special Educational Needs (SEN) budgets - £1,166k.

The service area is working on proposals to both reduce and bring back placements to within the Council's boundary by bringing forward proposals to develop capacity locally. Work is on-going and will be reported during 2018/19 monitoring.

(iv) Schools – £974k overspend

The position on individual schools under/ overspending and their balances are shown in appendix 4. The position has deteriorated both for individual schools and schools as a whole, even with £676k of unexpected WG funding credited to them in March. The outturn by sector is shown below;

Nursery	£16k overspend (both nurseries reporting an overspend position)
Primary	£153k overspend (27 out of 48 schools reporting an overspend position)
Secondary	£935k overspend (8 out of 9 schools reporting an overspend position)
Special	£129k underspend in year although one special school currently in deficit

Balances are in credit across sectors, however the position at individual school level is challenging with 13% of primary schools and 22% of secondary's with nil or deficit balances. Another similar year will see this position worsen.

Schools are currently finalising their 2018/19 budgets and Governing bodies are required to approve these by mid-May. All have been reminded to prepare budgets taking account of their reserves position. Officers will review budgets alongside their reserves position when completed. It is highly likely that a number of schools will need licensed deficits in going forward and the HoF will agree potential action with the Director–People and Chief Education Officer in conjunction with the Cabinet Member.

(v) Unachieved budget savings – 2017/18 and previous year – £587k overspend

The position on delivery of savings is shown in appendix 6. Performance on delivery of 2017/18 savings has been good, with 96% of the c£5.7m savings delivered. The balance of undelivered savings in 17/18 is £221k and, in addition, there was also £366k of savings from 2016/17 still undelivered by the end of the year - £587k in total. Some of these outstanding savings were

reduced in the 2018/19 budget, therefore reducing the undelivered savings target down to c£500k. These will need to be delivered or alternatives agreed in the coming year or they will continue to put pressure on the Council's budget.

USE OF RESERVES

5. The Council's reserves are an integral part of how the Council deals with its financial risks, achievement of key priorities and complying with proper accounting practice. The reserves the Council holds, earmarked for the uses shown illustrates how planning for and using reserves is integrated into the Council's strategic financial planning. As financial austerity continues, it becomes even more important that the Council considers and uses financial reserves to both protect its financial health and enabling its ambitions and priorities.

In Year Reserve Transfers

6. There has been an overall decrease in the reserve balances as set out in appendix 5 – reduction from £107m as at 31 March 2017 to £103m at 31 March 2018. A number of transfers (into)/ from reserves have already been included within the outturn position. These transfers are noted below for Cabinet's attention and information:

- consistent with existing policy;
 - (i) transferring school overspends out of school's specific reserves - £974k;
 - (ii) use of Friars walk reserve to fund provision for potential future subsidy payments in line with proper accounting practice - £1,581k.
- specific to the creation of the reserves in the first instance;
 - (i) transferring from investment reserve (Cabinet priority list) to fund one off priority projects - £559k;
 - (ii) usable capital receipts to fund agreed capital projects (mainly Band A schools) - £2,841k;
 - (iii) use of approved invest to save funds to cover cost of implementation costs of saving proposals at £1,580k;
 - (iv) transfer into insurance reserve in line with proper accounting practice, based on identified risks and claims as at year-end - £112k.
- already been approved specifically by Cabinet as part of the base budget:
 - (i) At their February meeting, Cabinet agreed a saving of £2.4m due to the change in the minimum revenue provision (MRP) methodology in 2018/19. It was agreed to invest this in the 3 areas currently experiencing high demand – adults and children's social care and special education placements.

7. The reserves have been categorised according to the planned use of funding and type of reserve, whether this be risk, enabling, smoothing or other. Most reserves are earmarked for specific purposes, most can be used to fund either capital or revenue costs and is transferrable to other reserves, if deemed appropriate. Within the total, only a handful of individual reserves makes up the majority of the total, namely PFI reserves (45%), Invest to Save (9%), Capital Receipts (9%), capital funding reserve (6%) and Friar's Walk (8%). Of the balance, almost half is then made up of the Council's general and school's balances. There are no reserves that are freely available and there are only a very small number of reserves that are yet to be earmarked to specific projects.

RECOMMENDED USE OF 2017/18 UNDERSPEND

8. The following reserve transfers are recommended to utilise the £1,299k revenue underspend:

(i)	Capital expenditure reserve to support CRM	£660k
(ii)	MTFP reserve to support early term of the corporate plan	£315k

(iii)	Streetscene management capacity	£200k
(iv)	Apprenticeship reserve	£40k
(v)	Provision of Wi-Fi across the City on bus services over next 2 years	£35k
(vi)	Residential home improvements	£34k
(vii)	Development of leisure masterplan	£15k

Timetable

Ongoing

Risks

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

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

Options Available and considered

1. Cabinet can choose to accept officers recommendation and transfer the underspend into specific earmarked reserves;
2. Cabinet can choose not to approve the reserve transfers and instead report an underspend of £1,299k, this would be transferred to the general reserve;
3. Cabinet can choose not to approve the reserve transfers and move to alternative earmarked reserves such as adding to their previously agreed 'spending priorities'.

Preferred Option and Why

Option 1, as the £1,299k underspend is being reserved for future investment in the areas outlined in paragraph 8.

Comments of Chief Financial Officer

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

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

Comments of Monitoring Officer

There are no legal implications from this report.

Comments of Head of People and Business Change

The revenue out-turn report describes the budget management process and outcome from the previous financial year, in this case 2017-18. The Well-being of Future Generations Act requires Local Authorities to ensure they consider the impact on future generations of decisions taken today. Clearly, managing the budget effectively will have a positive impact on current and future years. As the report shows an overall underspend against the revenue budget there are no implications for staff.

Comments of Cabinet Member

The Chair of Cabinet confirms she has seen and approved the report, noted the issues and alongside use of the underspend, discussed and agreed these with Cabinet Members.

Local issues

N/A

Scrutiny Committees

N/A

Equalities Impact Assessment and the Equalities Act 2010

N/A

Children and Families (Wales) Measure

N/A

Wellbeing of Future Generations (Wales) Act 2015

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

Crime and Disorder Act 1998

N/A

Consultation

N/A

Background Papers

N/A

Dated: 23 May 2018

APPENDIX 1 – Revenue Summary Monitor (March 2018)

Summary Revenue Budget					
	Apr-17	Current	Outturn	Proposed	(Under)/Over
2017/2018	Approved Budget	Budget		transfers	after proposed transfers
	£'000	£'000	£'000	£'000	£'000
PEOPLE					
Children& Young People	21,027	21,068	23,059	-	1,991
Adult & Community Services	41,408	41,070	39,776	34	(1,260)
Education	14,859	14,878	15,792	-	914
Schools	90,297	90,297	91,271	-	974
	167,591	167,313	169,898	34	2,619
PLACE					
Regeneration, Investment & Housing	9,526	9,194	9,260	-	66
Streetscene & City Services	17,465	17,743	17,753	200	210
	26,991	26,937	27,013	200	276
CHIEF EXECUTIVE					
Directorate	557	557	564	-	7
Finance	2,719	2,719	2,693	-	(26)
People & Business Change	6,232	6,425	6,343	35	(47)
Law & Regeneration	6,493	6,524	6,318	-	(206)
	16,001	16,225	15,918	35	(272)
CAPITAL FINANCING COSTS & INTEREST					
Capital Financing Costs MRP	11,032	9,677	7,448	-	(2,229)
Interest Payable	9,085	9,085	9,246	-	161
Interest Receivable	(37)	(37)	(37)	-	-
Investment Props	-	-	-	-	-
PFI	8,315	8,315	8,315	-	-
	28,395	27,040	24,972	-	(2,068)
SUB TOTAL - SERVICE/CAPITAL FINANCING	238,978	237,515	237,801	269	555
CONTINGENCY PROVISIONS					
General Contingency	1,473	1,473	-	-	(1,473)
Centralised Insurance Fund	570	570	570	-	-
Non Departmental Costs	5	5	14	-	9
Other Income & Expenditure	4,489	4,911	5,503	40	632
	6,537	6,959	6,087	40	(832)
LEVIES / OTHER					
Discontinued Operations - pensions	1,576	1,576	1,512	-	(64)
Discontinued Operations - Ex Gratia Payments	2	2	3	-	1
Levies - Drainage Board, Fire service etc	8,207	8,207	8,218	-	11
CTAX Benefit Rebates	12,073	12,073	10,641	-	(1,432)
	21,858	21,858	20,374	-	(1,484)
TRANSFERS TO/FROM RESERVES					
Base budget - Planned Transfers to/(from) Reserves	(1,001)	40	2,642	990	3,592
Earmarked reserves: Transfer to/(from) Capital			0	-	-
Earmarked reserves: Transfer to/(from) Schools			-974	-	(974)
Earmarked reserves: Transfer to/(from) Schools Redundancy			0	-	-
Invest to Save Reserve			1,494	-	1,494
Invest to Save Reserve (from)			-1,494	-	(1,494)
	(1,001)	40	1,668	990	2,618
TOTAL	266,372	266,372	265,930	1,299	857
Funded by					
WAG funding (RSG & NNDR)	(208,250)	(208,250)	(208,250)	-	-
Council Tax	(58,122)	(58,122)	(58,122)	-	-
Council Tax Surplus	-	-	(857)	-	(857)
TOTAL	-	-	(1,299)	1,299	-

APPENDIX 2 – Revenue Summary Monitor by Activity (March 2018)

Summary Revenue Budget							
2017/2018	Apr-17 Approved Budget	Current Budget	Out-turn	Proposed transfer	(Under)/Over Before proposed transfer	Notes Explanation as required	
	£'000	£'000	£'000	£'000	£'000		
PEOPLE							
Children& Young People	21,027	21,068	23,058	-	1,991		
SOC5 First Contact	26	26	8	-	(18)		
SOC19 Pathway Team	2,175	2,175	1,952	-	(223)	There have been several vacant posts within the team during the 17-18 financial year and greater recoveries to cover Social Worker costs from grants received from the Home Office for Unaccompanied Asylum Seeker Children and for SWA's / PA's for the Supporting Care Leavers grant from Welsh Government	
SOC20 Leaving Care	700	700	638	-	(62)	Recovery of placement costs for children that have now been confirmed as eligible as Unaccompanied Asylum Seeker Children and transfer of spend to Supporting Care Leavers / St David's Fund grants received from WG during 2017-18.	
SOC21 Sthwrk 16+ Homeless	27	27	35	-	8		
SOC22 LAC Family Contact	101	101	78	-	(24)		
SOC23 Child Safegrd & Miss	128	128	116	-	(13)		
SOC24 Child & Fam Mgt Acct	509	479	371	-	(107)	Savings from vacant Service Manager posts, reduced costs for a Psychologist engaged via ABUHB (18-19 MTRP saving) and a small recovery from the Unaccompanied Asylum Seeker Children grant received from the Home Office	
SOC26 Integ Fam Supp Serv	1,674	1,714	1,419	-	(295)	In year grant funding received from the Expanding Edge of Care grant (£160k), reduced spend on Integrated Family Support Team (IFST) (£91k) and further staffing costs being charged to Families First and PPEYP grants to maximise spends.	
SOC27 SE Wales Adoption	496	502	820	-	318	There has been a change in the accounting process for adoption placements during 2017-18 with the full costs of a placement now being charged in the year that the adoption commenced. The increased spend on this account relates to costs of £161k for a number of placements made prior to the start of the 2017-18 financial year and a higher number of adoptions in 17-18 that the budget is able to afford.	
SOC28 Child Protection	3,320	3,330	3,354	-	24	£83k staffing savings, £61k reduction in operational budgets for day care / support to families all being offset by a forecasted overspend of £142k in the Looked After Children Remand account and a £23k overspend on Legal fees / costs for Children's Services.	
SOC30 NCC Child Res	1,949	1,949	1,998	-	49		
SOC31 Out of Auth Res Plac	1,993	1,993	4,418	-	2,426	Forecasted overspend relates increased placements / costs during 2017-18. There has been a maximum of 25 residential placements at any one time during the 17-18 financial year, with the maximum weekly costs for an individual placement being £8,600.	
SOC32 Ind Foster Ag Plac	1,348	1,348	1,471	-	123	Increase in fostering placements to Independent providers. The number of placements increased from 31 in Apr 17 to a maximum of 45 in Feb 18. If this number of placements are maintained during 18-19, this will add a significant additional budgetary pressure on the Service.	
SOC33 In-House Fostering	3,947	3,947	3,841	-	(107)	Savings from vacant posts within the Fostering Team (£68k) and reduced costs £41k in with in-house foster placements	
SOC34 Kinship Payments	952	952	869	-	(83)	Number of SGO's lower than what budget can afford this year	
SOC35 Education Supp Team	113	113	107	-	(6)		
SOC36 Drct Pay Child Serv	172	162	157	-	(5)		
SOC37 S17 Child Dis Aid	31	31	41	-	11		
SOC38 Adoption Allowances	271	296	313	-	18		
SOC39 Child Safeguard	554	554	502	-	(52)		
SOC40 Youth Offending Serv	540	540	549	-	10		

Summary Revenue Budget						
	Apr-17	Current	Out-turn	Proposed transfer	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Before proposed transfer	Explanation as required
	£'000	£'000	£'000	£'000	£'000	
PEOPLE						
Adult & Community Services	41,408	41,070	39,776	34	(1,294)	
SOC1 HomeCare&ExtraCare	1,968	1,750	1,635	-	(115)	Staffing underspend & underspend on systems costs
SOC2 Older Ppl Res Units	2,187	2,193	2,340	34	147	Mainly underachievement of income budget for in house residential home fees. Level of fees payable is based on statutory financial assessment.
SOC3 Supp Living Agency	613	613	629	-	17	
SOC4 Day Opportunities	1,177	1,184	1,043	-	(141)	Mainly staffing due to vacancies and early achievement of 1819 MTRP saving of £60k
SOC5 First Contact	398	398	516	-	118	Hospital team overspend £96k staffing overspend due to maternity absence and use of agency staff. Emergency Duty Team contract increase of £28k.
SOC6 SMAPF	-	-	0	-	0	
SOC7 Integrated OT Total	607	607	571	-	(36)	
SOC8 Centrica Lodge Resp	322	247	199	-	(48)	
SOC9 Community Care Teams	1,725	1,764	1,829	-	65	
SOC10 Community Care Packs	24,901	24,589	24,265	-	(325)	Numbers of externally placed care packages and costs vary according to need. Changes monthly dependant on numbers and level of care required. There was a reduction of 10 service users between Jan & Mar mainly non residential care. WG provided a one off grant of £422k in January 18 .
SOC11 Mental Health Total	2,363	2,388	2,031	-	(357)	Underspend on Mental Health under65 care packages mainly residential and supported living. Packages and costs vary according to need. Decrease of 2 care packages this month.
SOC12 Frailty Pooled Budg	1,793	1,851	1,665	-	(186)	Underspend on pool contribution £156k and staffing budget £30k for the year.
SOC13 Adults Mgt Acct	772	754	575	-	(179)	£25k service manager paid for by education, £112k underspend on staffing & Supplies and services budget held centrally but virement required to cover new contracts. £20k one off income. £22k one off ICF income. £28k underspend on support costs and £29k overspend on complaints fees.
SOC14 Service Dev & Comm	901	901	715	-	(186)	Mainly staffing underspends due to vacancies, grants and early MTRP achievement for 1819. £40k one off saving 1718 for SWIFT consortium costs.
SOC15 Supporting Ppl Gen	168	168	175	-	7	
SOC16 Adult Serv Cont Sup	1,024	1,173	1,076	-	(97)	Underspend due to changes in contracts for 1819 MTRP savings and £15.6k due to underspend on support for carers which varies according to assessed need.
SOC17 Telecare Contract	82	82	67	-	(15)	
SOC18 Adult Safeguard Tot	409	409	445	-	36	

Summary Revenue Budget						
2017/2018	Apr-17	Current	Out-turn	Proposed transfer	(Under)/Over	Notes
	Approved Budget	Budget			r Before proposed transfer	Explanation as required
	£'000	£'000	£'000	£'000	£'000	
PEOPLE						
Education	14,815	14,834	15,748	-	914	
EDU2 School Based Counsel	206	206	206	-	0	
EDU3 Autistic Spect Dis	40	40	18	-	(22)	
EDU4 Psychology Services	371	371	308	-	(63)	Training and service level agreement income.
EDU5 SEN Team	269	269	223	-	(46)	
EDU6 SEN Recoup OOC	2,948	2,948	4,021	-	1,073	Demand led budget. Out of county placements' pressure and recoupment income less than budget. High risk for 18/19. There is a new out of county project action plan to mitigate the extent of the out of county overspend associated with 2018/19.
EDU7 SEN Equip & Resource	108	108	124	-	17	
EDU8 SEN Local Provision	156	156	249	-	93	Bridge achievement centre contribution and Include contract (keeping pupils within Newport rather than out of county which would be more costly).
EDU9 Inclusion Mgt Acct	656	656	591	-	(65)	Additional learning needs team savings.
EDU10 Education Welf Serv	315	315	298	-	(18)	
EDU11 Bridge Achieve Cent	952	972	1,132	-	160	Income not as high as anticipated (offset by reduced pressure in SEN). Staffing pressures (long and short term sickness cover with agency staff). Under forecasting transport and premises.
EDU12 EIG-Educ Improv Grnt	466	466	468	-	2	
EDU13 GEMS	(16)	(16)	(17)	-	(1)	
EDU14 Breakfast Clubs	404	404	468	-	64	Current budget insufficient for the number of clubs running. Potential to decrease 60mins current provision. Risk for 18/19.
EDU15 School Meals RepMain	294	294	139	-	(155)	School meal numbers less than budget.
EDU16 Edu Mgt - Mgt Team	205	205	167	-	(38)	
EDU17 Edu Mgt - Non Team	(411)	(411)	(510)	-	(99)	SMP credits from Non Del higher than budget plus savings in Education's Supplies &
EDU18 Service Dev & Bus	181	229	198	-	(31)	
EDU19 Schools Admiss&Appl	241	241	252	-	11	
EDU20 21CS Programme	125	76	78	-	1	
EDU21 Early Years & Integ	1,095	1,095	992	-	(103)	Additional grant income, limited training and grants to other organisations less than budget. Uptake of rising 3s funding lower than budget.
EDU22 Redund & Superann	1,008	1,008	1,096	-	88	School redundancies. Potential risk for 18/19 if levels of redundancy remain the same.
EDU23 Joint Services	1,507	1,507	1,452	-	(55)	VI joint service rebate 16-17 and 17-18 underspend. Gwent Music Service pressure which is being met from transfer from reserve. New business model required for 2018/19 in line with potential SLA cuts and demands in service.
EDU24 Transport	3,696	3,696	3,795	-	99	This includes a £135k pressure in SEN Transport which is offset by the savings in other sectors. Demand higher than budget. Regular monitoring meetings between Education, Transport Unit and the Place Team have started taking place.
Schools	90,341	90,341	91,315	-	974	
EDU1 Schools	90,297	90,297	91,271	-	974	
EDU1 Schools (Durham Road PFI)	44	44	44	-	(0)	
	167,592	167,313	169,897	34	2,584	

Summary Revenue Budget						
2017/2018	Apr-17 Approved Budget	Current Budget	Out-turn	Proposed transfer	(Under)/Over Before proposed transfer	Notes Explanation as required
	£'000	£'000	£'000	£'000	£'000	
PLACE						
Regeneration, Investment & Housing	9,527	9,194	9,260	-	66	
RIH1 Homelessness	468	468	421	-	(47)	
RIH2 Strategy & Dev	254	253	232	-	(21)	
RIH3 Housing Needs	688	688	728	-	40	
RIH4 Private Sector Hous	65	67	76	-	9	
RIH5 Com & Ind Portf	(942)	(945)	(1,200)	-	(255)	Better than anticipated income levels from the Commercial and Industrial portfolio as well as a reduction in the level of Repairs and Maintenance expected for the remainder of the financial year.
RIH6 Provision Market	(146)	(127)	(111)	-	16	
RIH7 Civic Centre Fac Mgt	285	649	696	-	47	
RIH8 Station Buildings	437	535	484	-	(51)	Introduction of National Software Academy into the Information Station will create an income stream in terms of rent and service charges.
RIH9 Centralised Prop	4,367	3,370	4,131	-	761	Changes made to pension valuation and reduction in expected profit share by Joint Venture partner Newport Norse.
RIH10 Carbon Reduction	345	392	359	-	(33)	
RIH11 Building Control	15	15	15	-	-	
RIH12 Plan & Dev Mgt Ac	98	98	11	-	(87)	
RIH13 R+R Pooled Admin	66	66	64	-	(2)	
RIH14 Urban Regeneration	255	255	222	-	(33)	
RIH16 Development Mgt	270	270	289	-	19	
RIH17 Planning Pol & Imp	203	203	149	-	(54)	One off S106 monitoring fee income received, will not be repeated in future years
RIH18 Local Dev Plan	72	72	72	-	-	
RIH19 Community Centres	172	193	221	-	28	
RIH20 Com Dev Core	202	204	182	-	(22)	
RIH21 Youth Core	280	280	250	-	(30)	
RIH22 City Play schemes	81	81	42	-	(39)	
RIH23 Adult Education	(100)	(100)	(200)	-	(100)	Staff vacancies savings in year and delays to classroom refurb has increased underspend in January.
RIH24 Libraries	921	1,036	975	-	(61)	Staff vacancies in year as well as savings anticipated on supplies and services and premises budget headings.
RIH25 Museum Art & Gallery	380	376	357	-	(19)	
RIH26 Medieval Ship	65	65	52	-	(13)	
RIH27 Partnerships	196	196	185	-	(11)	
RIH28 Tredegar House Grnds	400	400	396	-	(4)	
RIH29 14 Locks	21	21	18	-	(3)	
RIH30 Transporter Bridge	109	113	121	-	8	
RIH31 CD Communities First	-	-	-	-	-	
RIH32 Work & Skills Employ	-	-	38	-	38	Income under recovery due to delays finalising apprenticeship agreements and work programme income lower than anticipated.
RIH33 Work & Skills Europe	-	-	-	-	-	- 100% externally funded
RIH34 Families First	-	-	-	-	-	- 100% externally funded
RIH35 Flying Start	-	-	-	-	-	- 100% externally funded
RIH36 Monwel	-	-	(15)	-	(15)	
RIH37 Youth	-	-	-	-	-	- 100% externally funded

Summary Revenue Budget						
2017/2018	Apr-17	Current	Out-turn	Proposed transfer	(Under)/Over	Notes
	Approved Budget	Budget			Before proposed transfer	Explanation as required
	£'000	£'000	£'000	£'000	£'000	
PLACE						
Streetscene & City Services	17,466	17,743	17,751	200	10	
STR1 Env Serv	778	777	979	-	202	Overspend on Capital £30k; additional tree work £27k; increased premises costs £15k; supplies and materials £33k and court fees in relation to trees £98k
STR2 Cemeteries	(502)	(503)	(507)	-	(4)	
STR3 Public Transport	984	980	982	-	2	
STR4 Asset Mgt	1,149	578	629	-	51	
STR5 Street Lighting	2,032	2,318	2,326	-	8	
STR6 Staffing	269	124	365	200	241	Includes the £227k underachieved MTRP saving brought forward from 16/17; proposed transfer to reserve re management support £200k
STR7 Traffic Mgt & Street	(419)	(419)	(429)	-	(10)	
STR8 Road Safety	181	181	106	-	(75)	Underspend due to the difficulty in recruiting to school crossing patrol posts.
STR9 Leisure Trust	2,727	2,830	2,894	-	64	Living wage, pay award and pensions
STR10 Waste Disposal Site	(772)	(346)	(1,067)	-	(721)	One off contract for commercial waste and unexpected income from Viridor closure for short period (PG) has resulted in additional disposal income (£750k) and reduced leachate expenditure (£83k)
STR11 Sustainable Waste	847	872	1,060	-	188	Increased kerbside recycling payments £95k; staffing costs £24k; transport costs £20k; purchase of boxes £38k; recycling costs £11k
STR12 Refuse Collection	2,436	2,246	2,213	-	(33)	
STR13 Civic Amenity Site	718	448	371	-	(77)	Increased tonnage to PG has resulted in reduced landfill disposal costs
STR14 City Centre Mgt	34	-	-	-	-	
STR15 Drainage Operations	66	581	544	-	(37)	Planned drainage works were unable to be carried out due to adverse weather
STR16 Fleet Mgt	2,023	2,092	1,921	-	(171)	The value of invoices received at year end was lower than forecast
STR17 Grounds Maint	515	569	789	-	220	Grounds lost a number of external contracts which shows as an underachieved level of income against budget targets. This position has worsened with the transfer of large areas of land from Newport City Homes to the Council which require ongoing maintenance. Seasonal agency have been employed to cover grass cutting and maintenance services with agency also required to cover sickness absence.
STR18 Routine Maint	2,267	1,865	1,859	-	(6)	
STR19 SDR South Distr Road	(40)	(61)	(66)	-	(5)	
STR20 Off Street Park	(351)	(257)	(225)	-	32	
STR21 Street Cleans	900	1,237	1,339	-	102	Additional agency costs due to high levels of sickness and vacancies
STR23 Depot Salaries	113	151	174	-	23	
STR24 Winter Maint	127	127	267	-	140	Due to recent cold snap, increased salt purchases and additional overtime resulted in increased expenditure
STR25 Public Features	81	51	42	-	(9)	
STR26 Customer Services	1,405	1,405	1,356	-	(49)	Vacancies
STR27 Benefits	(102)	(101)	(171)	-	(70)	Vacancies and additional grant income
	26,992	26,937	27,011	200	76	

Summary Revenue Budget						
	Apr-17	Current	Out-turn	Proposed transfer	(Under)/Over	Notes
2017/2018	Approved Budget	Budget			Before proposed transfer	Explanation as required
	£'000	£'000	£'000	£'000	£'000	
CHIEF EXECUTIVE						
Directorate	557	557	564	-	7	
Finance	2,719	-	2,719	2,693	-	(26)
FIN1 Accountancy	1,885	1,885	1,889	-	4	
FIN2 - Internal Audit	314	314	270	-	(44)	Staff related due to vacancies throughout the year
FIN3 Purchase to Pay	114	114	119	-	5	
FIN3 Purchase to Pay (+£78k)	79	82	88	-	6	
FIN4 Strategic Procurement	308	308	265	-	(43)	This includes a reduction of £27.5k on subscription fees due to not having to pay the WPS this year and £17k income from purchasing card rebates
FIN4 Strategic Procurement (-£78k)	(79)	(82)	(88)	-	(6)	
	(48)	(48)	13	-	61	There was an underspend of £37k on staffing due to a number of vacancies. This is offset with an overspend of £46k on postages and the remainder across printing and legal fees. Within NNDR the income was not to be achieved by £37k due to the total NDR grant received this financial year
FIN5 Council Tax & NNDR						
FIN6 Debtors	146	146	137	-	(9)	
People & Business Change	6,232	-	6,425	6,343	35	(82)
PBC1 HR Strategy & Op	453	461	454	-	(7)	
PBC2 HR Emp Serv	451	451	412	-	(39)	
PBC3 Business Chg Improv	322	322	321	-	(1)	
PBC3 Business Chg Improv (£292k) / PBC4 F	69	69	69	-	-	
PBC5 Com Cohesion	17	17	21	-	4	
PBC6 Partnership	523	523	421	-	(102)	The underspend is due to a delay in the Welsh Language Translation work
PBC7 Partnership & Policy	343	447	447	-	-	
PBC8 Health and Safety	143	154	154	-	-	
PBC9 Social Services	261	241	230	-	(11)	
PBC10 Digital	47	47	30	35	(17)	
PBC 11 Info Gov & Dev	182	182	136	-	(46)	There is a an underspend on staffing of £55k due to a vacant Digital & Information Governance Manager post offset with consultancy fees
	2,980	3,069	3,205	-	136	Additional pension cost from SRS of £25k, additional contract costs of £28k, £18k overspend on IT equipment and the remainder is for the phone bills that could not be recharged to SRS
PBC12 Shared Res Serv						
PBC13 Document Services	238	238	233	-	(5)	
PBC14 Spatial Data Unit / PBC15 Gazetteer &	203	204	210	-	6	

Summary Revenue Budget						
2017/2018	Apr-17 Approved Budget	Current Budget	Out-turn	Proposed transfer	(Under)/Over Before proposed transfer	Notes Explanation as required
	£'000	£'000	£'000	£'000	£'000	
CHIEF EXECUTIVE						
Law & Regeneration	6,493	6,524	6,318	-	(206)	
LAW1 Comms & Market	565	565	568	-	3	
LAW2 Registrars	73	98	93	-	(5)	
LAW3 Democratic Serv	532	535	495	-	(40)	Savings due to sickness, retirement, a vacant post and reduced spend which offsets the costs for agency staff and Webcasting. Restructure pending. Reduced spend on hospitality.
LAW4 Members Allowances	1,033	1,033	1,060	-	27	
LAW5 Electoral Reg	216	216	269	-	53	Staffing costs for Canvassers and increased spend on supplies.
LAW6 Legal	1,111	1,176	1,057	-	(119)	Savings on staffing due to Maternity Leave and vacant posts. £30K income not forecast as an award of costs by the Court is not guaranteed. There is also a delayed implementation of a restructure.
LAW7 Land Charges	(122)	(122)	(110)	-	12	
LAW8 Insurance	856	856	768	-	(88)	Savings on staffing and officer expenses due to a vacant post. Reduced Insurance Premiums and increase in income.
LAW9 Com Safety	675	571	622	-	51	Reduction in CCTV income based on confirmed contracts for 17/18. There has also been a reduction in fees income for the Wardens as a result of sickness which has been offset by staff savings.
LAW10 Environmental health	1,048	1,049	1,087	-	38	Extension of a Fixed Term EHO and Public Protection Manager. A vacant Licensing Officer post and an increase in fines income partly offsets a £6K reduction in Rent Smart Wales grant income.
LAW11 Trading Standards	679	694	686	-	(8)	
LAW12 Licensing	(173)	(147)	(277)	-	(130)	Increase in income based on trends and outturn in previous years. Additional £33K received in Feb/March.
	16,001	16,225	15,918	35	(307)	
CAPITAL FINANCING COSTS & INTEREST						
Capital Financing Costs MRP	11,032	9,677	7,448	-	(2,229)	
Interest Payable	9,085	9,085	9,246	-	161	
Interest Receivable	(37)	(37)	(37)	-	-	
Investment Props	-	-	-	-	-	
PFI	8,315	8,315	8,315	-	-	
	28,395	27,040	24,972	-	(2,068)	
SUB TOTAL - SERVICE/CAPITAL FINANCING	238,978	237,514	237,797	268	285	

Summary Revenue Budget						
2017/2018	Apr-17 Approved Budget	Current Budget	Out-turn	Proposed transfer	(Under)/Over Before proposed transfer	Notes Explanation as required
	£'000	£'000	£'000	£'000	£'000	
CONTINGENCY PROVISIONS						
General Contingency	1,473	1,473	-		(1,473)	
Centralised Insurance Fund	570	570	570		-	
Non Departmental Costs	5	5	14		9	
Other Income & Expenditure	4,489	4,912	5,506	40	593	
	6,537	6,960	6,090	40	(871)	
LEVIES / OTHER						
Discontinued Operations - pensions	1,576	1,576	1,512	-	(64)	
Discontinued Operations - Ex Gratia Payments	2	2	3	-	1	
Levies - Drainage Board, Fire service etc	8,207	8,207	8,218	-	11	
CTAX Benefit Rebates	12,073	12,073	10,641	-	(1,432)	
	21,858	21,858	20,374	-	(1,484)	
TRANSFERS TO/FROM RESERVES						
Base budget - Planned Transfers to/(from) Reser	(1,001)	40	2,642	990	2,602	
Earmarked reserves: Transfer to/(from) Capital			0		0	
Earmarked reserves: Transfer to/(from) Schools			-974		-974	
Earmarked reserves: Transfer to/(from) Schools Redundancy			0		0	
Invest to Save Reserve			1,494		1,494	
Invest to Save Reserve (from)			-1,494		-1,494	
	(1,001)	40	1,668	990	1,628	
TOTAL	266,372	266,372	265,930	1,299	(442)	
Funded by						
WAG funding (RSG & NNDR)	(208,250)	(208,250)	(208,250)	-	-	
Council Tax	(58,122)	(58,122)	(58,122)	-	-	
Council Tax Surplus			(857)	-	(857)	
TOTAL	(0)	0	(1,299)	1,299	(1,299)	

APPENDIX 3 – Summary of Significant Variances

2017/18 Outturn		Variance against budget		Key Messages
		£'000		
Outturn before proposed transfers			(1,299)	Underspend of £1,299k
SS External grants unexpected during 2017/18		(977)		These were unexpected additional grants from WG (which are either one-off or have been transferred into RSG in 18/19)
Bad Debt Provision		(296)		Reduced Bad Debt Provision. This is due to improved recovery of debts in mainly social services and RIH, now this has been adjusted it is unlikely to be recurring in future years
			(26)	Underspend of £26k excluding unexpected grants and BDP
Other Significant variances against budget				
Unused contingency budget		(1,473)		Unused contingency offsets the large overspend
Council Tax Reduction Scheme		(1,432)		This is likely to continue in future years (not to the same extent)
Council Tax surplus		(857)		Change in collection rate in 18/19 for budget purposes will vastly reduce this surplus in future years
Other non service		1,083		
SEN		1,166		
Childrens out of area residential placements		2,426		
Adults community care - external placements		1,018		
Adults residential care income		(1,138)		Gross overspend excluding the one off grant funding received in year This includes property income, but there has been an increase in clients paying which may continue
Streetscene non delivery of savings		426		Includes 16/17 savings
Waste income		(634)		This could be one off and is due to a single contract which is uncertain to continue

APPENDIX 4 – School Balance Outturn Position

			Movement in Reserve	31/03/2018	Balance at 31/03/18	
Sector	School	£	£	£	£	
10060 N	Fairoak Nursery School	26,845		-10,318	16,527	
10065 N	Kimberley Nursery School	-9,842		-5,280	-15,122	
	Nursery Total	17,003	0	-15,597	1,405	0.04%
10228 P	Alway Primary School	135,575		-86,210	49,365	
10237 P	Caerleon Lodge Hill Primary School	33,760		8,276	42,035	
10238 P	Charles Williams Church in Wales	72,122		62,014	134,136	
10203 P	Clytha Primary School	36,527		-9,314	27,213	
10204 P	Crindau Primary School	139,466		29,822	169,288	
10242 P	DUFFRYN INFANTS	89,281		-89,281	0	
10263 P	DUFFRYN JUNIOR	80,491		-80,491	0	
10205 P	Eveswell Primary School	237,714		17,216	254,930	
10201 P	Gaer Primary School	57,379		-27,134	30,244	
10231 P	Glan Usk Primary School	92,871		-45,607	47,265	
10206 P	Glasllwch Primary School	70,246		-5,143	65,103	
10207 P	High Cross Primary School	70,524		-39,069	31,456	
10250 P	Jubilee Park Primary School			46,499	46,499	
10208 P	Langstone Primary School	73,749		14,761	88,510	
10209 P	Llanmartin Primary School	43,530		794	44,324	
10233 P	Llisbury Primary School	52,326		-3,443	48,883	
10210 P	Maesglas Primary School	42,405		-18,324	24,081	
10211 P	Maindee Primary School	29,215		5,886	35,101	
10246 P	MALPAS CHURCH IN WALES INFANTS	26,732		-26,732	0	
10267 P	MALPAS CHURCH IN WALES JUNIOR	102,435	-65,662.49	-36,772	0	
10248 P	Malpas Church Primary School		65,662.49	4,253	69,915	
10212 P	Malpas Court Primary School	56,038		18,030	74,068	
10213 P	Malpas Park Primary School	59,280		-3,477	55,804	
10214 P	Marshfield Primary School	63,076		14,705	77,780	
10230 P	Millbrook Primary School	67,547		27,651	95,198	
10247 P	MILTON INFANTS	47,746	-31,851.75	-15,894	0	
10269 P	MILTON JUNIOR	4,330		-4,330	0	
10249 P	Milton Primary School		31,851.75	-10,755	21,097	
10232 P	Monnow Primary School	141,293		4,460	145,753	
10215 P	Mount Pleasant Primary School	46,331		-24,196	22,136	
10216 P	Pentrepoeth Primary School	73,777		-24,018	49,759	
10217 P	Pillgwenlly Primary School	79,350		90,534	169,884	
10229 P	Ringland Primary School	22,604		-379	22,225	
10202 P	Rogerstone Primary School	73,101		-31,899	41,201	
10218 P	Somerton Primary School	54,362		-8,842	45,520	
10239 P	St Andrew's Primary School	39,612		-1,363	38,248	
10220 P	St David's Roman Catholic Primary	79,610		-7,501	72,110	
10221 P	St Gabriel's Roman Catholic Primary	30,001		6,761	36,762	
10222 P	St Joseph's Roman Catholic Primary	35,188		4,467	39,655	
10235 P	St Julian's Primary School	201,531		-17,984	183,548	
10223 P	St Mary's Roman Catholic Primary	89,292		-20,599	68,693	
10224 P	St Michael's Roman Catholic Primary	59,508		-38,906	20,602	
10225 P	St Patrick's Roman Catholic Primary	29,730		15,848	45,578	
10226 P	St Woolos Primary School	-6,408		13,208	6,800	
10243 P	Tredegar Park Primary School			76,756	76,756	
10236 P	Ysgol Gymraeg Bro Teyrnon	125,795		39,000	164,795	
10227 P	Ysgol Gymraeg Casnewydd	101,119		-7,512	93,607	
10234 P	Ysgol Gymraeg Ifor Hael	98,860		31,631	130,492	
	Primary Schools Total	3,159,018	0	-152,600	3,006,418	77.82%
10287 S	Bassaleg School	489,360		-171,510	317,850	
10281 S	Caerleon Comprehensive School	136,070		-245,100	-109,030	
10283 S	Llanwern High School	245,592		-106,761	138,830	
10284 S	Llisbury High School	46,544		-302,105	-255,561	
10280 S	Newport High School	115,980		-100,569	15,410	
10285 S	St Joseph's Roman Catholic High School	246,619		-67,447	179,172	
10286 S	St Julian's School	276,436		-39,131	237,305	
10282 S	The John Frost School	81,940		-192	81,748	
10288 S	Ysgol Gyfun Gwent Is Coed	44,082		98,279	142,361	
	Secondary Schools Total	1,682,623	0	-934,536	748,086	19.36%
10405 Sp	Maes Ebbw	-21,337		7,344	-13,993	
10410 Sp	Ysgol Bryn Derw			121,524	121,524	
	Special Schools Total	-21,337	0	128,869	107,532	2.78%
	Overall Total	4,837,307	0	-973,865	3,863,441	100.00%

APPENDIX 5 – 2017/18 Reserve Movements

Reserve	Balance at 31-Mar-17	Agreed/budgeted transfers		Proposed transfers	Balance at 31-Mar-18
		Transfers Out	Transfers In	Transfers In	
	£'000	£'000	£'000	£'000	£'000
Council Fund:	(6,500)				(6,500)
Balances held by schools for future use	(4,831)	974			(3,857)
Earmarked Reserves:					
Music Service	(167)	43			(124)
Pay Reserve	(1,418)				(1,418)
Insurance Reserve	(1,706)	682	(570)		(1,594)
MMI Insurance Reserve	(602)				(602)
Health & Safety	(16)				(16)
Education Achievement Service	(92)				(92)
Schools Redundancies	(708)				(708)
Friars Walk	(9,985)	2,642	(1,061)		(8,404)
European Funding IZA & CFW	(79)	6	(100)		(173)
Metro Bus	(9)				(9)
NEW - GEMS Redundancies	-		(78)		(78)
SUB TOTAL - RISK RESERVES	(19,181)	3,373	(1,809)	-	(13,218)
Capital Expenditure	(5,817)	80	(24)		(5,761)
Invest to Save	(11,050)	1,493			(9,557)
Super Connected Cities	(670)	128	(12)		(554)
Landfill (fines reserve)	(345)				(345)
Christmas Lights	(15)	15			-
Usable Capital Receipts	(11,742)	4,865	(2,024)		(8,901)
NEW - Streetscene Manager Support	-			(200)	(200)
SUB TOTAL - ENABLING RESERVES	(25,240)	6,581	(2,060)	(200)	(25,317)
STEP School Computers	(473)	116			(357)
Municipal Elections	(154)	100			(54)
Local Development Plan	(572)		(27)		(599)
Glan Usk PFI	(1,499)		(106)		(1,605)
Southern Distributor Road PFI	(44,515)				(44,515)
NEW - Building Control	-		(48)		(48)
SUB TOTAL - SMOOTHING RESERVES	(47,214)	216	(181)	-	(47,179)

Reserve	Balance at 31-Mar-17	Agreed/budgeted transfers		Proposed transfers	Balance at 31-Mar-18
		Transfers Out	Transfers In	Transfers In	
	£'000	£'000	£'000	£'000	£'000
Works of art	(21)				(21)
School Works	(545)	223	(25)		(347)
Theatre & Arts Centre	(232)				(232)
Cymorth Income	(33)				(33)
Blaen Y Pant Remodelling	(60)				(60)
Chartist Commission	-				-
Gypsy and Traveller Site	(7)				(7)
Homelessness Prevention	(38)				(38)
Environmental Health - Improve Air Quality	(49)				(49)
Refurbishment of a Children / Older People Homes	(102)	74		(34)	(62)
Apprenticeship Scheme	(80)	36		(40)	(84)
City Economic Development Reserve	(90)				(90)
Welsh Language Standards	(240)	66			(174)
YS Dilapidation Costs Information Shop	(51)	10			(41)
School Reserve Other	(1,100)	176			(924)
Port Health	(3)		(5)		(8)
Customer Relationship Management (CRM) Project	(21)			(660)	(681)
Welsh Community Care Information System (WCCIS)	(54)	16			(38)
Investment Reserve	(1,500)	534			(966)
NEW - Events	-		(190)		(190)
NEW - MTFP Reserve	-		(2,400)	(315)	(2,715)
NEW - Development of Leisure Masterplan	-			(15)	(15)
NEW - Voluntary Sector Grants	-		(66)		(66)
NEW - Bus Wifi	-			(35)	(35)
SUB TOTAL - OTHER RESERVES	(4,226)	1,135	(2,686)	(1,099)	(6,876)
RESERVES TOTAL	(107,191)	12,279	(6,736)	(1,299)	(102,947)

APPENDIX 6 – Delivery of MTFP Savings

Financial Improvement Plan – May 2018 (Final sign off of 2017/18 savings)

Overall Summary	Education	Childrens	Adults	RIH	Streetscene	PBC	Finance	L&R	Non Service	Total 17/18
2017/18 MTRP Target (£) Total	£395,000	£930,000	£1,654,000	£409,000	£430,000	£357,000	£197,000	£180,000	£1,173,000	£5,725,000
Total Savings Realised by Year End 2017/18	£395,000	£873,000	£1,726,917	£303,000	£317,000	£357,000	£197,000	£162,000	£1,173,000	£5,503,916
Variation to MTRP Target	£0	-£57,000	£72,917	-£106,000	-£113,000	£0	£0	-£18,000	£0	-£221,084
Variation % to MTRP Target	0%	-6%	4%	-26%	-26%	0%	0%	-10%	0%	-4%
Undelivered Savings from Previous Years	£0	£0	£0	-£53,000	-£313,046	£0	£0	£0	£0	-£366,046

By Portfolio	People	Place	Corporate	Non Service	Total 17/18	Undelivered savings Previous Years
2017/18 MTRP Target (£) Total	£2,979,000	£839,000	£734,000	£1,173,000	£5,725,000	£908,680
Total Savings Realised by Year End 2017/18	£2,994,917	£620,000	£716,000	£1,173,000	£5,503,916	£542,634
Variation to MTRP Target	£15,917	-£219,000	-£18,000	£0	-£221,084	-£366,046
Variation % to MTRP Target	1%	-26%	-2%	0%	-4%	-40%

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Report

Cabinet

Part 1

Date: 23 May 2018

Item No: 10

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: 23 May 2018

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Meeting	Agenda Items	Lead Officer	Next Council?
23-May-18	Risk Management Strategy	HP&BC	24 July 2018: City Centre / Maesglas PSPOs Democratic Services Annual Reports Director of Social Services Annual Report Treasury Management Welsh Language Annual Report Strategic Equality Plan Annual Report Member-Officer Protocol NDR Relief Scheme
	Corporate Risk Register Update	HP&BC	
	Performance Management Strategy	HP&BC	
	School Reorganisation Proposal - Glan Llyn	CEdO	
	Capital Outturn	HoF	
	Revenue Outturn	HoF	
	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	
	Work Programme	DCM	
18-Jul-18	Director of Social Services Annual Report	SD - People	11 Sept 2018: Scrutiny Annual Report Standards Committee Annual Report Improvement Plan 2016-18 Review
	Budget Consultation and Engagement Process	HP&BC	
	WAO Action Plan	HP&BC	
	Welsh Language Annual Report	HP&BC	
	Strategic Equality Plan Annual Report	HP&BC	
	Revenue Budget Monitor	HoF	
	Medium Term Financial Plan	HoF	
	Corporate Risk Register 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	
	Corporate Risk Register 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	
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	
	Corporate Risk Register Update	HP&BC	

NEWPORT CITY COUNCIL: CABINET / COUNCIL WORK PROGRAMME

	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 NDR 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	Corporate Risk Register Update	HP&BC	14 May 2019: AGM
	Work Programme	DCM	
22-May-19	Items TBC		Future Dates TBC
	Work Programme	DCM	