

Agenda



Newport City Council

Date: Tuesday, 26 September 2017
Time: 5.00 pm
Venue: Council Chamber, Civic Centre, Newport
To: **All Members of the City Council**

Newport City Council webcasts

Webcasts of Newport City Council's full council and planning committee meetings are being temporarily suspended while the sound system is upgraded. It is expected that broadcasts will be resumed before the end of the year.

Item	Wards Affected
1. <u>Agenda yn Gymraeg</u> (Pages 5 - 8)	
2. <u>Preliminaries</u> <ul style="list-style-type: none">i. To receive any apologies for absence.ii. To receive any declarations of interest.iii. To receive any announcements by the Mayor.	
3. <u>Minutes</u> (Pages 9 - 14) To confirm and sign the minutes of the last meeting.	
4. <u>Appointments</u> (Pages 15 - 18)	
5. <u>Police Issues</u> 30 minutes is allocated for questions to the Gwent Police representative.	
6. <u>Notice of Motion: Sky Lanterns</u> To consider the following motion for which the necessary notice has been provided: "Sky lanterns, also known as Chinese lanterns, are dangerous fire hazards which can potentially have devastating consequences for people, buildings and animals. Newport City Council is one of only five local authorities in Wales to not put in a place a ban on the release of sky lanterns from council land.	

Contact: Eleanor Mulligan
Tel: 01633 656656
E-mail: democratic.services@newport.gov.uk
Date of Issue: Wednesday, 20 September 2017

This Council proposes that the Cabinet introduce the necessary provisions to support the motion that

1. The release of these lanterns should not be permitted on land owned by Newport City Council or permitted at events licensed, sponsored or supported by Newport City Council.
2. The Council should discourage organisations within the Newport City area from releasing sky/Chinese lanterns and look for more appropriate alternatives.”

The motion is to be proposed by Councillor Matthew Evans and seconded by Councillor Kevin Whitehead.

7. Notice of Motion: Electrification of the South West Wales Line
To consider the following motion for which the necessary notice has been provided.

“That, having regard to the significant long term economic and environmental benefits of a modern transport infrastructure for the whole of the South Wales region, this Council:

1. Calls on the UK Transport Minister to immediately reverse the decision not to proceed with full electrification of the South West Wales line between Cardiff and Swansea, while exploring the feasibility of the extension of electrification west of Swansea.
2. Calls upon the Welsh Government to seek an urgent meeting with the UK Government to pursue additional capital funding to complete the electrification to Swansea and beyond.
3. Calls on the UK Government to extend the proposed petrol and diesel car ban to trains.”

This motion is to be proposed by Councillor Debbie Wilcox and seconded by Councillor Mark Whitcutt.

8. Treasury Management (Pages 19 - 34)
9. Chief Officer Pay (Pages 35 - 50)
10. Overview and Scrutiny Annual Report (Pages 51 - 86)
11. Improvement Plan Year End Review 2016-17 (Pages 87 - 142)
12. Newport City Homes Governance Changes (Pages 143 - 150)
13. Questions to the Leader of the Council
To provide an opportunity for Councillors to ask questions to the Leader of the Council in accordance with the Council’s Standing Orders.

Process:

No more than 15 minutes will be allocated at the Council meeting for

questions to the Leader of the Council.

The question must be addressed through the Mayor or the person presiding at the meeting and not directly to the person being questioned.

14. Questions to the Cabinet Members

To provide an opportunity to pose questions to Cabinet Members in line with Standing Orders.

Process:

No more than 10 minutes will be allocated at the Council meeting for questions to each Cabinet Member.

Members must submit their proposed questions in writing in advance in accordance with Standing Orders. If members are unable to ask their question orally within the allocated time, remaining questions will be answered in writing. The question and response will be appended to the minutes.

The question must be addressed through the Mayor or the person presiding at the meeting and not directly to the person being questioned.

Questions will be posed to Cabinet Members in the following order:

- i. Deputy Leader and Cabinet Member for Assets and Member Development
- ii. Cabinet Member for Education and Skills
- iii. Cabinet Member for Social Services
- iv. Cabinet Member for Regeneration and Housing
- v. Cabinet Member for Community and Resources
- vi. Cabinet Member for Streetscene
- vii. Cabinet Member for Licensing and Regulation
- viii. Cabinet Member for Culture and Leisure

For information: A digest of recent decision schedules issued by Cabinet, Cabinet Members and Minutes of recent meetings of Committees has been circulated electronically to all Members of the Council.

15. Questions to the Chairs of Committees

To provide an opportunity to pose questions to the Chairs of the Committees in line with Standing Orders.

Process:

No more than 10 minutes will be allocated at the Council meeting for questions to each Chair.

Members must submit their proposed questions in writing in advance in accordance with Standing Orders. If members are unable to ask their question orally within the allocated time, remaining questions will be answered in writing. The question and response will be appended to the minutes.

The question must be addressed through the Mayor or the person presiding at the meeting and not directly to the person being questioned.

Questions will be posed to Committee Chairs in the following order:

- i. Scrutiny Committees
 - a. Overview and Scrutiny Management Committee
 - b. Performance Scrutiny Committee – People
 - c. Performance Scrutiny Committee – Place and Corporate
 - d. Performance Scrutiny Committee – Partnerships
- ii. Planning Committee
- iii. Licensing Committee
- iv. Democratic Services Committee

For information: A digest of recent decision schedules issued by Cabinet, Cabinet Members and Minutes of recent meetings of Committees has been circulated electronically to all Members of the Council.

Agenda



Cyngor Dinas Casnewydd

Dyddiad: 26 Medi 2017

Amser: 5 y.p.

Lleoliad: Siambrau'r Cyngor - Canolfan Ddinesig

At sylw: **Pob Aelod o'r Cyngor Dinas**

Gwe-ddarllediadau Cyngor Dinas Casnewydd

Mae gwe-ddarllediadau o gyfarfodydd llawn Cyngor Casnewydd a'r pwyllgor cynllunio yn cael eu hatal dros dro tra bo'r system sain yn cael ei huwchraddio. Disgwylir y bydd y darllediadau'n ailgychwyn cyn diwedd y flwyddyn.

Eitem

1. **Agenda Cymraeg**
2. **Rhagarweiniau**
 - i) **Ymddiheuriadau am absenoldeb**
 - ii) **Datganiadau o fuddiant personol**
 - iii) **Cyhoeddiadau Maer**
3. **Cofnodion**
4. **Penodiadau**
5. **Materion yr Heddlu**
6. **Hysbysiad o Gynnig: Llusernau Awyr**

I ystyried y cynnig canlynol y mae'r hysbysiad angenrheidiol wedi'i roi:

“Mae llusernau awyr, a elwir hefyd yn llusernau Tsieineaidd, yn berygl tân a allai fod â chanlyniadau trychinebus i rai pobl, adeiladau ac anifeiliaid. Mae Cyngor Dinas Casnewydd yn un o bum awdurdod lleol yn unig yng Nghymru nad yw wedi gwahardd pobl rhag rhyddhau llusernau awyr o dir y Cyngor.

Mae'r Cyngor yn cynnig i'r Cabinet gyflwyno'r darpariaethau angenrheidiol i gefnogi'r cynnig, sef

1. Na ddylid caniatáu rhyddhau'r llusernau hyn ar dir y mae Cyngor Dinas Casnewydd yn berchen arno nac mewn digwyddiadau wedi'u trwyddedu, noddi neu eu cefnogi gan Gyngor Dinas Casnewydd.

2. Dylai'r Cyngor annog sefydliadau yn ardal Dinas Casnewydd i beidio â rhyddhau llusernau awyr/Tsieineaid a chwilio am ddewisiadau eraill mwy priodol."

Bydd y cynnig yn cael ei gyflwyno gan y Cynghorydd Matthew Evans a'i eilio gan y Cynghorydd Kevin Whitehead.

7. Hysbysiad o Gynnig: Trydaneiddio Rheilffordd De-orllewin Cymru

I ystyried y cynnig canlynol y mae'r hysbysiad angenrheidiol wedi'i roi.

"Mae'r Cyngor hwn, o ystyried manteision economaidd ac amgylcheddol hirdymor sylweddol datblygu seilwaith trafndiaeth modern ar gyfer holl ranbarth De Cymru:

1. Yn galw ar Weinidog Trafnidiaeth y DU i wrthdroi ar unwaith y penderfyniad i beidio â bwrw ymlaen â'r gwaith o lwyr drydaneiddio rheilffordd De-orllewin Cymru rhwng Caerdydd ac Abertawe, ac archwilio dichonoldeb trydaneiddio'r rheilffordd i'r gorllewin o Abertawe.
2. Yn galw ar Lywodraeth Cymru i drefnu cyfarfod brys â Llywodraeth y DU i geisio cyllid cyfalaf ychwanegol i gwblhau'r gwaith o drydaneiddio'r rheilffordd i Abertawe a thu hwnt.
3. Yn galw ar Lywodraeth y DU i ehangu'r gwaharddiad arfaethedig ar geir petrol a disel i gynnwys trenau hefyd."

Bydd y Cynghorydd Debbie Wilcox yn cyflwyno'r cynnig hwn a chaiff ei eilio gan y Cynghorydd Mark Whitcutt.

8. **Rheolaeth y Trysorlys**

9. **Prif Swyddog yn Talu**

10. **Adroddiad Blynyddol Craffu**

11. **Cynllun Gwella 2016-18: Adoolygiad Diwedd Blwyddyn**

12. **Cartrefi Dinas Casnewydd: Newidiadau Llywodraethu**

13. **Cwestiynau i Arweinydd**

I roi'r cyfle i gynghorwyr ofyn cwestiynau i Gadeirydd y Cabinet yn unol â Rheolau Sefydlog y Cyngor.

Proses: Ni chaiff mwy na 15 munud eu cadw yng nghyfarfod y Cyngor ar gyfer cwestiynau llafar i'r Arweinydd

Rhaid i'r cwestiwn cael sylw drwy'r Maer neu'r sawl sy'n llywyddu yn y cyfarfod ac nid yn uniongyrchol at y person a holir

14. **Cwestiynau i Aelodau Cabinet**

I roi'r cyfle i ofyn cwestiynau i Aelodau'r Cabinet yn unol â Rheolau Sefydlog

Proses: Ni chaiff mwy na 10 munud eu cadw yng nghyfarfod y Cyngor ar gyfer cwestiynau i bob Aelod Cabinet unigol.

Bydd angen i'r Aelodau cyflwyno eu cwestiynau arfaethedig yn ysgrifenedig yn unol â'r Rheolau Sefydlog. Os nad yw'r aelodau yn gallu gofyn eu cwestiwn ar lafar o fewn yr amser a glustnodwyd, bydd y cwestiynau sy'n weddill yn cael eu hateb yn ysgrifenedig. Bydd y cwestiwn ac ymateb yn cael eu hatodi i'r cofnodion.

Rhaid i'r cwestiwn cael sylw drwy'r Maer neu'r sawl sy'n llywyddu yn y cyfarfod ac nid yn uniongyrchol at y person a holir

Bydd y cwestiynau yn cael eu gofyn i aelodau'r cabinet yn y drefn ganlynol:

- Dirprwy Arweinydd / Aelod Cabinet dros Ddatblygu Asedau ac Aelodau
- Aelod Cabinet dros Addysg a Sgiliau
- Aelod Cabinet dros y Gwasanaethau Cymdeithasol
- Aelod Cabinet dros Adfywio a Thai
- Aelod Cabinet dros y Gymuned ac Adnoddau
- Aelod Cabinet dros Gwasanaethau Stryd
- Aelod Cabinet dros Trwyddedu a Rheoleiddio
- Aelod Cabinet dros Ddiwylliant a Hamdden

Er Gwybodaeth: Mae crynodeb o amserlenni penderfyniad diweddar a gyhoeddwyd gan y Cabinet, Aelodau Cabinet a Chofnodion cyfarfodydd diweddar y Pwyllgorau wedi cael ei gylchredeg yn electronig at bob Aelod o'r Cyngor.

15. Cwestiynau i Gadeiryddion Pwyllgorau

Bydd y cwestiynau yn cael eu gofyn i Gadeiryddion Pwyllgorau yn y drefn ganlynol:

I. Pwyllgorau Craffu

- Pwyllgor Rheoli Trosolwg a Chraffu
- Pwyllgor Craffu ar Berfformiad – Pobl
- Pwyllgor Craffu ar Berfformiad – Lleuedd a Materion Corfforaethol
- Pwyllgor Craffu ar Berfformiad – Partneriaethau

II. Pwyllgor Cynllunio

III. Pwyllgor Trwyddedu

IV. Pwyllgor Gwasanaethau Democrataidd

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Minutes

Council

Date: 25 July 2017

Time: 5.00 pm

Present: Councillors M Al-Nuaimi, J Cleverly, P Cockeram, M Cornelious, K Critchley, D Davies, C Evans, M Evans, C Ferris, D Fouweather, G Giles, J Guy, D Harvey, I Hayat, R Jeavons, C Jenkins, M Kellaway, M Linton, D Mayer, R Mogford, A Morris, J Mudd, M Rahman, J Richards, M Spencer, T Suller, H Thomas, K Thomas, R Truman, T Watkins, M Whitcutt, R White, K Whitehead, D Wilcox, G Berry, J Clarke, V Dudley, Y Forsey, R Hayat, T Holyoake, P Hourahine, J Hughes, J Jordan, L Lacey, S Marshall, W Routley, H Townsend and J Watkins

Apologies: Councillors C Townsend and D Williams

1. **Declarations of Interest**

There were no declarations of interest.

2. **Preliminaries**

Grenfell Tower Disaster

The Mayor led the Council in a minute's silence to remember all those affected by the Grenfell Tower disaster. The Leader also gave a statement regarding the Council's response to these events, which included working closely with Newport City Homes to support residents living in tower blocks in Newport.

3. **Minutes**

The Leader of the Council clarified that no Equalities Champion had been appointed at the AGM because the governance structure was currently under review by the Strategic Equalities Group.

Resolved

The minutes of the meeting held on 16 May 2017 were confirmed as a true record by the Council and signed by the Mayor.

4. **Appointments**

Resolved

The following appointments were agreed:

Internal Appointments

Committee	No. of Vacancies / Replacements	Nominations Received
Democratic Services Committee	1 replacement	Cllr Kate Thomas to replace Cllr Herbie Thomas
Performance Scrutiny Committee – Place and Corporate	1 replacement	Cllr Graham Berry to replace Cllr Majid Rahman
Homelessness and Supporting People Champion	1 vacancy	Cllr Yvonne Forsey (previously listed as Homelessness Champion)

Appointments to External Organisations

Organisation	No. of Vacancies / Replacements	Nominations Received
Newport Transport Board	1 replacement	Owen James (Assistant Head of Finance) to replace Cllr Graham Berry.
Norse Joint Partnership Board	1 replacement	Bev Owen (Strategic Director – Place) to replace Cllr Roger Jeavons.
Caldicot and Wentlooge Drainage Board	3 replacements	Mr Matthew Jones to replace Mr William Langsford; Mr Steve Davies to replace Cllr Martyn Kellaway; and Cllr Richard White to replace Cllr David Williams
Living Levels Board	2 vacancies	Cllr Jane Mudd and Cllr Roger Jeavons
Vale of Usk Local Action Group	1 vacancy	Cllr Jane Mudd
Newport LIVE Board	2 vacancies	Cllr Debbie Wilcox and Cllr Mark Whitcutt
Gwent Police and Crime Panel	1 replacement	Cllr Jason Jordan to replace Cllr Kevin Whitehead
Williams Trust	1 replacement	Roy McCabe to replace Stephen Marshall
CSC Foundry Ltd	1 vacancy	Bev Owen

Governing Body Appointments

Governing Body	No. of Vacancies / Reappointments	Nominations Received
St Julian's School	3	Paul Jones, Tracy McKim, Deborah Weston
Caerleon Comprehensive School	2	Cllr Joan Watkins, Ann Price
Llanwern High School	1	Cllr Debbie Harvey
Crindau Primary School	1	Cllr Herbie Thomas
Gaer Primary School	1	Cllr Stephen Marshall
High Cross Primary School	1	Cllr Val Dudley
Kimberly Nursery School	1	Georgina Cooper
Langstone Primary School	1	Cllr William Routley
Lliswerry High School	1	Mike Chaffin
Millbrook Primary School	1	Cllr Jason Jordan
Newport High School	1	Cllr Herbie Thomas
Ringland Primary School	1	Cllr Malcolm Linton (from 1 Sept 2017)
St Julians School	1	Mereille Hourahine
Ysgol Gymraeg Bro Teyrnnon	1	Dywnwen Barklam

5. **Police Issues**

The Mayor welcomed Chief Inspector David Morgan to the meeting.

Councillors M Evans, Morris and J Watkins raised concerns relating to illegal encampments by Gypsy and Traveller groups, with particular reference to incidents around Esperanto Way, and of encampments near school sites. Chief Inspector Morgan outlined the multi-agency approach that was being taken in response, and the progress that had been made in addressing the specific issues raised.

Councillor Rahman cited concerns over the recent Colour Clash event at Rodney Parade. The Chief Inspector outlined the coordinated approach taken in preparation for this event, and reported that there would also be a debrief on the event.

Councillors Truman, Routley and Jeavons all referred to concerns relating to illegal parking around the city. Specific references were made to dangerous parking on junctions, and of cars for sale in laybys. The Chief Inspector recognised that illegal parking was an issue across the city, and agreed to take back the specific concerns raised to local policing teams. The Chief Inspector highlighted the 700 parking tickets issued in the city centre last year, and specific actions that could be taken in relation to the sale of cars on the highway.

Councillors J Watkins and Ferris raised concerns relating to the increasing use of gas canisters to inhale. The Chief Inspector recognised this as an increasing problem and advised that spent canisters could be disposed of safely, however intelligence relating to where canisters were being found would be useful in terms of tackling this worrying trend.

Councillor Critchley highlighted problems relating to the 101 service, and the impact this had on public confidence in both the 101 service and the police. The Chief Inspector expressed his disappointment that people were still experiencing difficulties, and highlighted the investment that had been made recently to improve this service.

Councillors Whitehead, Harvey, Whitcutt, Jenkins and J Watkins highlighted specific concerns relating to events or issues in their wards. The Chief Inspector agreed to take those issues back to local teams, or speak to those Members outside the meeting to progress the issues raised.

6. **Standing Orders**

The Leader of the Council presented the report proposing to amend standing orders to include a session for open questions to the Leader of the Council at full Council meetings. As this was a new initiative, the process had been based on the system for Prime Minister's Questions in Parliament, with question allocation for party leaders followed by a ballot system. The proposal included a 15 minute time limit, and it was clarified that the existing system for submitting written questions to Cabinet Members and Committee Chairs would remain.

Councillors M Evans and Whitehead both spoke in support of the proposal as a positive development, but both also raised concerns that the 15 minute time limit would be too short.

Resolved

To adopt the proposals in the report and to change Standing Orders accordingly.

7. **Director of Social Services Annual Report**

The Mayor announced that this would be the last meeting attended by Mike Nicholson before his retirement. The Leader of the Council and the Leader of the Opposition both thanked him for his service to the Council, and passed on their best wishes for the future.

The Director of Social Services thanked Members for their kind words and support.

The Director gave a presentation on his annual report for 2016/17, highlighting the significant progress that had been made in his 8 years working for Newport City Council. The report highlighted the current strengths, weaknesses, opportunities and threats facing social services.

A number of Councillors spoke in support of the report, in particular thanking the Director for the improvements made to the service under his leadership.

In relation to concerns raised regarding the financial challenges facing the service, the Leader highlighted that this was a national issue, and she was working together with her counterparts in the other Welsh local authorities to speak with one voice in lobbying national governments, and put the concerns of local government across clearly.

Resolved

To receive the Annual Report of the Director of Social Services 2016/17.

8. Pillgwenlly Public Space Protection Order

The Cabinet Member for Licensing and Regulation presented the report, requesting that Council introduces a Public Space Protection Order for the Pillgwenlly area of Newport. The Cabinet Member highlighted that, while it was recognised that the PSPO was not a panacea, this would be another tool to enable partners to tackle issues in the ward, and make it clear that the anti-social behaviour of a minority of people in the community would not be tolerated.

A number of Councillors spoke in favour of the proposals, welcoming this progress for the people of Pillgwenlly. The importance of the multi-agency approach to this was highlighted, and thanks were expressed for the hard work that had gone into developing the proposals, including colleagues from the Council, the Police, and the community itself.

Resolved

That Council approves the Public Space Protection Order for the Pillgwenlly area as detailed in the report.

9. Democratic Services Committee Annual Report

The Chair of the Democratic Services Committee presented the Annual Report, noting the progress made by the Committee last year, and the work planned for the coming year.

Resolved

To endorse the content of the report.

10. Questions to the Chair of Cabinet

There were no questions to the Chair of Cabinet on this occasion.

11. Questions to the Cabinet Members

There were no questions to the Cabinet Members on this occasion.

12. Questions to the Chairs of Committees

There were no questions to the Chairs on this occasion.

13. Standards Committee

Resolved

The minutes of the Standards Committee meeting on 29 June 2017 were received by Council.

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Report

Council

Part 1

Date: 26 September 2017

Subject **Appointments**

Purpose To agree the appointment of Council nominees to committees and outside bodies.

Author Chief Democratic Services Officer

Ward General

Summary In accordance with its terms of reference within the Constitution, Council is responsible for appointing the members of Council Committees, and the Council's representatives on outside bodies. The current vacancies and nominations received are set out in the attached report.

Proposal **Council is asked to receive and approve the nominations for representatives, as listed in the report.**

Action by Chief Democratic Services Officer

Timetable Immediate

This report was prepared after consultation with:

- Council Business Managers
- Head of Law and Regulation

Signed

Background

In accordance with its terms of reference within the Constitution, Council is responsible for appointing the members of Council Committees, and the Council's representatives on outside bodies. The current vacancies and nominations received are set out below.

Any vacant appointments / nominations received after the publication of this report, will be announced at the Council meeting by the appropriate Business Manager or Group Leader.

Internal Appointments

Committee	No. of Vacancies / Replacements	Nominations Received
Corporate Parenting Forum Chair	1 replacement	Cllr Paul Cockeram to replace Cllr Gail Giles
BME Champion	1 vacancy	Cllr Majid Rahman
Biodiversity Champion	1 replacement	Cllr Laura Lacey to replace Cllr Roger Jeavons
SACRE: The Standing Advisory Council on Religious Education	1 replacement	Cllr Tracey Holyoake to replace Cllr Gail Giles. NB. existing SACRE Member Cllr Laura Lacey to take on the role of SACRE Chair.
Performance Scrutiny Committee – Partnerships	1 replacement	Cllr Kevin Whitehead to replace Cllr Jan Cleverly
Performance Scrutiny Committee – People	1 replacement	Cllr Jan Cleverly to replace Cllr Kevin Whitehead
Licensing Committee	1 vacancy	Cllr Allan Morris (Independent Member taking up the Liberal Democrat vacancy)

Appointments to External Organisations

Organisation	No. of Vacancies / Replacements	Nominations Received
Welsh Books Council	1 vacancy	Mr Alun Prescott

Governing Body Appointments

Governing Body	No. of Vacancies / Re-appointments	Nominations Received
Bassaleg School	2 re-appointments	Cllr David Williams Cllr Richard White

Glasllwch Primary	1 vacancy	Nominee TBC
Jubilee Park Primary School	3 vacancies	Mrs Elizabeth Thomas Mrs Sally Mlewa 3 nominee TBC
Marshfield Primary	1 re-appointment	Cllr Richard White
Rogerstone Primary	1 vacancy	Neil Upham
St Julians Primary	1 re-appointment	Mr Mark Jenkins
St Woolos Primary	1 re-appointment	Cllr Tracey Holyoake (from 21 November 2017 only)
Tredegar Park Primary School	3 vacancies	Cllr Trevor Watkins Mrs Jean Watkins Mrs Catharine Jones
Ysgol Bryn Derw	2 vacancies	Mrs Paula Halsall Ms Katy Rees

Proposal

Council is asked to receive and approve the nominations, as listed in the report.

Comments of Chief Financial Officer

There are no financial implications directly arising from this report.

Comments of Monitoring Officer

The appointment of individuals to serve on outside bodies is a Local Choice function under the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007. The Council has determined that responsibility for this function shall rest with Full Council unless delegated by the Council.

Background Papers

Newport City Council Constitution
Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007

Dated: 20 September 2017

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Report

Council

Part 1

Date: 26 September 2017

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

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

Author Assistant Head of Finance

Ward General

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

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

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

Proposal **Council is asked to:**

1. **note and approve the Annual Report on Treasury Management for the Financial Year 2016/17.**
2. **note and approve that 2016/17 Prudential Indicators for Treasury Management were in line with those set by Council in February 2016 .**

Action by Head of Finance

Timetable For the periods indicated.

This report was prepared after consultation with:

- Treasury Advisors
- Head of Finance

Signed

Background

1. In June 2009 the Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition (the CIPFA Code) which requires the Authority to approve a treasury management annual report after the end of each financial year.
2. This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.
3. The Authority has borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.
4. The 2016/17 Treasury Management Strategy was approved by the Council as part of the overall Medium Term Financial Plan and 2016/17 budget in February 2016 and can be viewed via the following link

<https://msmodgovdb01.corporate.newport/ieListMeetings.aspx?CId=130&Year=0>.

5. This report presents the following information.
 - details of capital financing, borrowing, debt rescheduling and investment transactions
 - reports on the risk implications of treasury decisions and transactions
 - details the outturn position on treasury management transactions in 2016/2017
 - confirms compliance with treasury limits set and Prudential code

Annual Review Report 2016/17

Short and Long Term Borrowing

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

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

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

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

7. Whilst the strategy minimises investment counterparty risk, the risk of interest rate exposure is increased as the current low longer term borrowing rates may rise in the future. The market position is being constantly monitored in order to minimise this risk.
8. This report shows the position of the Council's treasury management activity at as at 31 March 2017 and is a review of the financial year 2016/17. Therefore this report does not reflect the position on borrowing and investments following the sale of Friars Walk which was completed on 9 June 2017. Details of the sale are included in the report to Cabinet on 19 July 2017.
9. As anticipated and mentioned above, the Council has had to undertake short-term borrowing in order to cover normal day to day cash flow activity. Total temporary borrowing of £185.8 million was raised during the year, of which with the exception of borrowing related to Queensberry, nil remained outstanding at the 31 March 2017.
10. As anticipated during 2016/17 the Council has also been required to maintain borrowing associated with funding of the approved loan to Queensberry Real Estates (Newport) Ltd (QRE). The borrowing associated with this loan is kept separate from the Council's other borrowing requirements as shown in Table 1. These loans have been paid off in full with final loans in relation to QRE borrowing being repaid on 10th July 2017.
11. A total of £146.13million of long-term loans were outstanding as at 31 March 2017, and there were a further £63.08million of short-term loans in relation to borrowing for Queensberry.

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

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

Investments

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

17. The average interest rate achieved on the Council's short-term investments was 0.30%, this return is slightly above the base rate of 0.25%, which decreased from 0.5% during the year.
18. The Council held no long-term (more than 364 days) investments at 31st March 2017.
19. Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2016/17. Investments during the year included:
 - Deposits with the Debt Management Office
 - Deposits with other public institutions such as local authorities, police and fire authorities
 - Call accounts and deposits with banks and a single building society all considered systemically important to the UK banking system

Credit Risk

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

Summary of activities in 2017/18

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

Future Council borrowing requirements

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

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

proposed sale of the development will reduce the CFR significantly and dependent on timing of loan re-payments and capital receipts, significant investments are likely to be required during the forecast period in Table 2. However, as shown in the table, there is an inherent need to borrow with new borrowing required during the next three financial years.

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

Table 1- Treasury Portfolio 2016-2017

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

Table 2: Balance Sheet Summary and Forecast

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

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

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

Sensitivity Analysis:

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

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

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

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

Table 2 above shows the impact the level of the authority's level of capital expenditure and use of our reserves has on borrowing. As the CFR increases and the level of reserves decreases, the level of cash the authority has to "internally borrow" is decreased; therefore there is the need to undertake more external borrowing. This has the revenue impact of increased interest costs and increased level of MRP due to the increased amount of unsupported borrowing (shown in

the sensitivity analysis above). In simple terms if future capital expenditure increases the level of unsupported borrowing the pressure on the MTFP will increase, and if it is lower savings will be available for the MTFP.

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

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

Advisors

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

Prudential Code Indicators

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

Financial Summary

There are no cost implications arising from this report

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Investment counterparty not repaying investments	High but depending on investment value	Low	The Council only invests with Institutions with very high credit scores. It employs advisors to monitor money market movements and changes to credit scores and acts immediately should things change adversely. The lower levels of funds available for investment will also alleviate the risk.	Head of Finance, Treasury staff, treasury advisors
Interest Rates moving adversely against expectations	Low	Low	Treasury advice is that base and short term Interest rates are expected to remain at current levels for a significant period and could possibly drop to nil. The Treasury strategy approved allows for the use of short term borrowing once investment funds are exhausted to take advantage of these low rates.	Head of Finance, Treasury staff, treasury advisors

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

Options Available

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

Preferred Option and Why

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

Comments of Chief Financial Officer

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

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

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

Comments of Monitoring Officer

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

Staffing Implications: Comments of Head of People and Business Change

There are no human resources implications within the report.

Comments of Cabinet Member

N/A.

Local issues

There are no local issues from this report.

Scrutiny Committees

N/A

Equalities Impact Assessment

These proposals do not require Equalities Impact Assessment.

Children and Families (Wales) Measure

N/A

Consultation

As per report

Background Papers

Credit Rating Data received via Arlingclose

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

Report on Treasury Management for the period to 30 September 2016

List of Appendices

Appendix A – Loan Debt Activity 2016/2017

Appendix B – Economic Summary 2016/2017

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

Dated: July 2017

APPENDIX A

LOAN DEBT AND INVESTMENT ACTIVITY 2016/17 FINANCIAL YEAR

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

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

ECONOMIC ACTIVITY REVIEW – 2016/17

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

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

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

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

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

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

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

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

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

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

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

Appendix C

PRUDENTIAL CODE – REVIEW OF 2016/2017 TREASURY MANAGEMENT INDICATORS

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

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

Capital Financing Requirement

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

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

Fixed and Variable Rate Limits

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

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

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

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

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

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

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

Authorised Limit and Operational Boundary for External Debt

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

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

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

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

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Report

Council

Part 1

Date: 26 September 2017

Subject Review of Chief Education Officer Pay Grade

Purpose To review the current Chief Education Officer pay grade.

Author Will Godfrey – Chief Executive

Ward All

Summary The Head of Service structure was last considered by Council in September 2016 and matters related to Heads of Service pay inequalities were resolved.

Proposal Council is asked to:

1. Acknowledge the outcome of a re-evaluation under the Hay job evaluation scheme for the post of Chief Education Officer
2. Revise the pay grade of the Chief Education Officer in line with the other Heads of Service

Action by Chief Executive

Timetable Immediate

This report was prepared after consultation with:

- Strategic Directors
- Leader of the Council

Signed

Background

The Head of Service structure was the subject of a Council report in September 2016. The 8 posts were subject to a formal job evaluation exercise which was carried out by the Hay group as in 2005 the Council had previously used the Hay scheme as the basis for senior officer pay. Independent legal advice was sought from Geldards who confirmed that a formal job evaluation scheme would be the most appropriate way of determining the pay grades for this group of posts. The subsequent report which was approved by Council removed one of the pay ranges that Heads of Service were placed in.

The rank order set the Chief Education Officer as the highest scoring post with 1142, with 6 Heads of Service scoring equally at 994 and the Head of Streetscene and City Services scoring 964. Whilst the points difference between 964 and 994 did not separate the pay grade that these posts were matched to, the difference between the Chief Education Officer and the remaining posts did mark a separation between pay grades.

The Chief Education Officer post was therefore set at the HDS01 pay grade (£81,466 - £90,022) and the 7 other Heads of Service were set at the HDS02 pay grade (£73,109 – £78,726).

Chief Education Officer vacancy

Since the 2016 changes to Head of Service pay there has been turnover at Strategic Director level and internal appointments were made to both the Strategic Director for Place and People. This has resulted in the Chief Education Officer post becoming vacant.

The job description has been subject to review and the Strategic Director for People will be responsible for some of the Chief Education Officer's regional duties with the Education Achievement Service. The amended job description and expectation of the role of Chief Education Officer has been referred to the Hay group for re-evaluation under the Hay job evaluation scheme.

The recommendation from Hay recommends that the point score should reduce as a result of the changes to the role. The pay grade of HDS01 would therefore no longer be appropriate for the Chief Education Officer and the post should be placed within the HDS02 pay grade. As the post is currently vacant there are no implications for any employee as a result of implementing this recommendation, however there will be some residual saving to the Council on salary costs.

Independent Remuneration Panel

As is required when any changes to Chief Officer pay are proposed a referral must be made to Welsh Government's Independent Remuneration Panel (IRP) for their assessment of the proposal. Their recommendations must be considered by Council before implementing any changes.

The IRP considered the matter on 14 September 2017 and the following day confirmed that they were content with the Council's proposal to implement the re-evaluation and therefore align the pay grade for the Chief Education Officer.

Financial Summary

Removing HDS01 and assimilating to HDS02

Should approval be granted by Council, movement to the new pay grade will be immediate.

There are no additional costs to implementing the results of this re-evaluation other than the cost of the Hay group conducting the re-evaluation.

The salary saving made on reducing the pay grade for the Chief Education Officer is set out in the table below:

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs (Income)					The difference between the budgeted amount of HDS01 and HDS02.
Net Costs (Savings)	(14,400)				
Net Impact on Budget	(14,400)				

Risks

Failure to recruit to the post when advertised

The change to the pay grade could result in difficulty when the post is advertised and recruited to. This is no different to any other Head of Service post that becomes vacant and mitigation for this risk is considered under the Council's Corporate Risk Register.

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?
Chief Education Officer – not approving the proposed changes to the pay band	H	L	Implementing an independently conducted job evaluation process validates pay grade	Head of Paid Service/Council
Pay – Inequality continuing with a higher pay band when duties have been removed is inconsistent to the council's commitment to equality proofed pay arrangements	H	L	Proposing the adoption of an equality proofed pay structure that has been job evaluated	Head of Paid Service Head of People and Business Change

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2017-2022

People Plan 2013-2017

Options Available

Option 1 – no change is made to the current pay grade of the Chief Education Officer

Option 2 – approve the implementation of the re-evaluation by deleting the pay grade HDS01, and assimilate the Chief Education Officer to HDS02.

Preferred Option and Why

Option 1 is not considered to be a viable option for several reasons which are outlined throughout this report. The Council remains at risk of equal pay claims if no change takes place, further strengthened by the outcome of the job evaluation exercise which has shown that the roles are considered to have equal job weight to those posts that are graded at HDS02.

Option 2 is therefore considered to be the appropriate option available to the Council.

Comments of Chief Financial Officer

The difference between the budgeted pay including on-costs between HDS01 and HDS02 is c£14k, which would be available as a saving. There are no other financial consequences arising from this report.

Comments of Monitoring Officer

The Council has a statutory duty as an employer, under the Equality Act 2010, to ensure that equal pay is paid for comparable jobs where the work carried out has been assessed as equivalent in value, according to the level of expertise and responsibility involved. In addition, the Council has a statutory duty as a local authority, under the Localism Act and the Local Government (Wales) Measure 2011, to ensure that all decisions in relation to its pay and remuneration policy are carried out in an open and transparent manner and that its Pay Policy is adopted and published annually. In order to ensure that its Chief Officer pay grades are equal pay compliant, the Council decided in September 2017 to evaluate the jobs in accordance with the Hay proprietary job evaluation scheme and the posts were then graded in two salary bands, according to the relative scores. At that time, only the Chief Education Officer post was assessed as falling within the upper pay band, with all other Heads of Service posts being scored within the other pay band.

However, the duties attached to the Chief Education Officer post have now been revised, following the post becoming vacant, with some of the regional responsibility being transferred to the Corporate Director (People). The revised roles and responsibilities have now been re-evaluated under the Hay scheme and the reduced score now places the post within the lower pay band, along with the other Heads of Service. Given that the revised Chief Education Officer post has now been rated as equivalent to the other Heads of Service posts under the adopted job evaluation scheme, then the salary grades need to be brought into line to avoid any future equal issues.

Under the Local Authorities (Standing Orders) (Wales) Regulation 2014 and the Council's Constitution, full Council needs to approve the duties for each Chief Officer post and any change to the level of remuneration being paid. Therefore, it is a matter for Council to approve the proposed changes to the roles and responsibility of the Chief Education Officer post and the commensurate change in salary band. In accordance with the Local Government (Wales) Measure (as amended by the Local Government (Wales) Act 2015), full Council must have regard to any representations made by Independent Remuneration Panel for Wales before fixing chief officers pay.

The IRP have been consulted about the proposals and they have no objection to the proposed changes in pay grade for the Chief Education Officer post.

Staffing Implications: Comments of Head of People and Business Change

The starting point for assessing Head of Service pay is to determine the job weight and responsibilities of each post, resulting in a rank order being determined. Hay have independently carried out this exercise, and have provided a re-evaluation since the post of Chief Education Officer became vacant. The outcome of the job evaluation exercise was that the Chief Education Officer post has had duties removed and should therefore be placed in the HDS02 pay grade with all other Heads of Service. This recommendation was therefore duly sent to the Independent Remuneration Panel (IRP) who concluded that the proposal was acceptable. The post is vacant and there are no implications as a result of this report.

Comments of Cabinet Member

N/A

Local issues

N/A

Scrutiny Committees

N/A

Equalities Impact Assessment

N/A

Children and Families (Wales) Measure

N/A

Consultation

N/A

Background Papers

Appendix 1 – Hay report on re-evaluation of the Chief Education Officer, September 2017

Dated: 18 September 2017

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Job Evaluation report

Date: September 2017

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Introduction

Korn Ferry Hay Group have been asked to re evaluate the role of Chief Education Officer for Newport City Council. This role was looked at as part of a wider review in 2016, but since then, the job has changed scope. We are reviewing to see if this has had an impact on the job size.

We evaluated this roles using the job description and existing contextual information held by us.

This role was evaluated by Harriet Pickard and quality assured by Jon Gay. Harriet is in the job evaluation team, and Jon Gay is a deep expert in the Public Sector with jobs of this size and has history with Newport City Council. Following our review of this role, we recommend that this role is aligned with the other roles reviewed in 2016 by Kornferry Hay Group.



Chief Education Officer

Know How		Problem Solving			Accountability		Total job size	Profile
F II+ 3	460	F4	50%	230	F-4 C+	304	994	A2

Rationale of Evaluation

This role is responsible for leading and managing the Education Services of the City Council for Newport. There will also be a requirement to act as the statutory Chief Education Officer. In order to be successful at this role, the role holder will need significant experience in, and understanding of, management in an education context. There is a requirement for a degree, or equivalent in experience, but the focus of knowledge will have been gained from experience within a breadth of career experience, covering a range of education related services. The role will be contributing towards the delivery of the Council's vision, goals and core values, and will be working in partnership and in collaboration with a range of internal and external partners. Some responsibility will lie with the Strategic Director to drive forward improvement in standards, with this role providing input into a long term strategic vision. This role will need excellent communication skills in order to be an effective leader, performance managing effectively, and ensuring that standards are high across the area.

This role will be the Lead Officer in the Service Area, ensuring that it meets all current legislative, regulatory, professional and quality standards and will need to ensure that policy and performance criteria are met. This role will be reporting into the Strategic Director, People, and will be having an indirect impact, advising on the total education budget of £100m (assumption made on figures already held by KFHG)



Introduction to Job Evaluation

The Hay Guide Chart and Profile method of determining the relative importance of individual jobs is, like most evaluation methods, predominantly a judgmental process. Only rarely, and then incompletely, can relativities be determined quantitatively. The objective of any job evaluation method is to assist those involved in making consistent judgements. These judgements must be explicable and take into account the value standards of the organisation in which they exist. Hay Guide Charts and Profiles provide a framework for making such judgements, and for checking and assessing their overall consistency.

Our experience, over many years of working closely with a wide range of organisations, has led us to conclude that there are three broad facets which determine the size and importance of any job. These are:

ACCOUNTABILITY: The extent to which the position is held responsible for achieving results, and the degree to which it can directly or indirectly influence the business.

PROBLEM SOLVING: The degree to which the job is required to analyse events, draw conclusions, offer advice, make judgements or be innovative and creative.

KNOW-HOW: The amount of knowledge, skill and experience both general and specific that is needed to meet the Accountability and Problem Solving requirements.

Hay Group has developed a methodology which allows clients to measure their jobs against these criteria, giving the required degree of structure which ensures consistent judgements but maintaining the essential flexibility necessary to reflect different organisations and environments. To emphasise their supportive rather than directive nature they are called 'Guide Charts'. A chart exists for each of the three elements.



Know-How

Measures the total amount of skill, knowledge and experience required to meet the demands of the job. The three different types of sub-elements of Know-How are examined below:

1. The depth and range of practical, technical, specialist, professional and general skills in the job and the requirement for hard updated knowledge in practical procedures, or specialised techniques or professional disciplines, i.e. those aspects that immediately spring to mind when one thinks about "job knowledge".
2. The degree of planning, organising, supervising, co-ordinating and managing involved and the requirement to exercise skills in supervision or management. These include planning, co-ordination, control and direction.
3. The extent of human relations skill required and the requirement to influence and/or lead others.

Problem Solving

Measures the requirement for self starting thinking inherent in the job - it is not simply a reflection of the need to overcome operational problems. It measures both the diversity of the situations encountered and the complexity of thought required to analyse and draw conclusions, on the following two factors:

- The complexity and intensity of problems arising in the job and the nature and scope of the thinking required to solve them. How broad or detailed are the policies, procedures and precedents forming a job's thinking environment?
- The amount of analysis, judgement and innovation involved in analysing situations and making recommendations.

Accountability

Measures the extent to which the job is responsible for the achievement of results, and the degree to which it can directly or indirectly influence the conduct of the organisation. It has three sub-elements:

- Freedom to Act - the extent of discretion allowed in the job.
- Impact - the extent to which the job has direct or indirect (advisory) impact on end results.
- Magnitude - an indication of the size of the organisation or part of the organisation influenced by the job.



As with the Know-How Guide Chart, each of the other Guide Charts yields numbers (units of job content) which quantify the judgements made. The total of these job units is a reflection of the "size" of the job and forms, when compared with those of other jobs, the pattern of internal relativities upon which the salary structure is based. Certain relationships exist between these common elements. Different types of job will need different combinations of the three. The shape and composition of jobs will differ but their relative value to the organisation can still be explained and expressed through describing the jobs in terms of Know-How, Problem Solving and Accountability.

The evaluated jobs are now subject to two independent checks designed to highlight any inconsistencies which may have been made during evaluation. These checks are:

Profiling: A process which examines the proportion of these elements present in each job, and focuses attention on the relationship between these proportions within job families.

Sorethumbing: The jobs are listed in order of evaluated job size and any inconsistencies with previous assessments of rank or grade checked to ensure that the reasons for these changes are understood and valid.

General Use of the Hay Group Scheme

The Hay Group scheme has found widespread acceptance as it is based on the step difference principle, which is applicable to any job from the shop floor to the Chairman, can relate different cultures and styles of organisation, and has been shown to be effective in both private and public sectors. Consequently it is now used by more organisations on a world-wide basis than any other single type of evaluation scheme.



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About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through our Executive Search, Hay Group and Futurestep divisions. Visit kornferry.com for more information.



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Report

Council

Part 1

Date: 26 September 2017

Subject Overview and Scrutiny Annual Report 2016-17

Purpose To present the Overview and Scrutiny Annual Report 2016-17

Author Senior Overview and Scrutiny Officer

Ward All

Summary The Scrutiny Committees are required by the constitution to submit an Annual Report each year to Council, to review how Overview and Scrutiny has operated in the last 12 months.

The Annual Report is a key part of the performance management cycle for Scrutiny. It is difficult to measure the impact of Scrutiny using traditional performance measures, which count the outputs from the Scrutiny Committees but do not measure the outcomes of our work, or show whether improvements have been made as a result. The Annual Report is a more useful tool in reviewing the effectiveness of Scrutiny, providing an opportunity to reflect properly on how Scrutiny has operated in the last year, and to identify upcoming challenges against which future performance can be judged.

Proposal To agree the content of the annual report as a basis for the work of the Scrutiny Committees in the coming year.

Action by Chief Democratic Services Officer and Scrutiny Team

Timetable Immediate

This report was prepared after consultation with:

- Overview and Scrutiny Management Committee
- Head of Law and Regulation
- Head of People and Business Change
- Head of Finance

Background

- 1 The Scrutiny Committees are required by the constitution to submit an Annual Report each year to Council, to review how Overview and Scrutiny has operated in the last 12 months.

Reviewing Scrutiny's Performance

- 2 The Annual Report is a key part of the performance management cycle for Scrutiny. It is difficult to measure the impact of Scrutiny using traditional performance measures, which count the outputs from the Scrutiny Committees but do not measure the outcomes of our work, or show whether improvements have been made as a result. The Annual Report is a more useful tool in reviewing the effectiveness of Scrutiny, providing an opportunity to reflect properly on how Scrutiny has operated in the last year, and to identify upcoming challenges against which future performance can be judged.
- 3 As well as providing a commentary on scrutiny activity in the past year, the report is structured to review performance on the targets set last September, and agree priorities for the next 12 months (which will be used as the basis of our performance review next year).

Financial Summary

- 4 There are no specific costs to the adoption of this report. Support for Overview and Scrutiny is undertaken within the budget allocation.

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?
An ineffective scrutiny function could undermine the Council's corporate governance arrangements and lead to poor quality decision making	M	L	The Annual Report informs the Council of the efforts made to strengthen the role of scrutiny in Newport and how the Committees will work to help develop policies and hold the executive to account in an open and transparent manner.	Chief Democratic Services Officer and Scrutiny Team.
Lack of progress in enhancing the role of scrutiny will impact on its effectiveness and esteem within the Council	H	L	The Chairs of Scrutiny are working together to oversee the development and progress of scrutiny in Newport; sharing best practice and driving forward the programme for improvement. Regular meetings are also held with senior members of the Executive to help develop that relationship and strengthen the position of scrutiny within the authority.	Chief Democratic Services Officer and Scrutiny Team.

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

- 6 The Scrutiny function has an important role in helping the Council to achieve its expressed aims:
- To make our city a better place to live for all our citizens
 - To be good at what we do
 - To work hard to provide what our citizens tell us they need

Options Available

- 7 The Council's constitution requires the production of an Overview and Scrutiny Annual Report. Submission of this report is required in order to meet this requirement. The Council may accept the report, reject it, or ask for further work to be undertaken.

Preferred Option and Why

- 8 The report provides a summary of progress last year and a plan of action for improvements this year. It is recommended that the report is adopted.

Comments of Chief Financial Officer

- 9 There are no specific financial implications arising from the report. As a matter of course, all Committees are advised of the financial consequences of any matter before them.

Comments of Monitoring Officer

- 10 The Council is required to establish arrangements for effective overview and scrutiny in accordance with Section 21 of the Local Government Act 2000 and the Local Government Measure 2011. In accordance with the reporting arrangements set out in the Constitution, an Annual Report is presented to full Council regarding the way in which the Overview and Scrutiny arrangements have operated during the preceding 12 months. The Annual report itself raises no legal issues. Each report to and from the Committees during the year has included my comments on any legal implications. The Annual Report shows that good progress has been made in delivering the targets and objectives set out in last year's Report and in addressing issues raised by external regulators. This work will continue throughout the current year, with a view to further strengthening scrutiny arrangements and complying with additional duties under the Well-Being of Future Generations (Wales) Act.

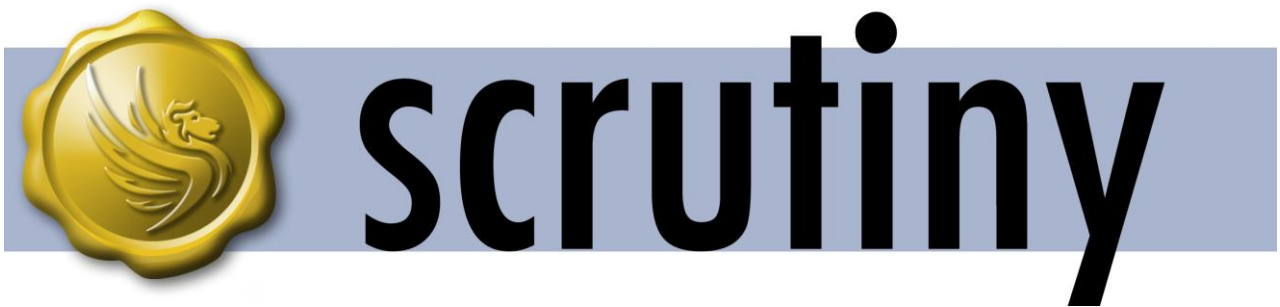
Staffing Implications: Comments of Head of People and Business Change

- 11 The Annual Report demonstrates the value that the Council places on robust scrutiny processes. Scrutiny plays a key role in reviewing and challenging decision making and how this impacts on service area activity, including actual/planned performance, predicted demand levels, customer feedback and actions arising from external regulators' reports and recommendations. Scrutiny plays a key role in ensuring that the Council has robust processes of engagement in place and that the impact of decisions are appropriately considered – this is clearly evidenced within the report and the importance of this is now heightened by the requirements of the Wellbeing of Future Generations Act. The extent of the work of the Committees and the progress already made against the action plan is noted along with the clearly identified work programme going forward in 201/18.

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Scrutiny Annual Report 2016-17



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Civic Centre
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NP20 4UR

Tel: 01633 656656

scrutiny@newport.gov.uk

1. Introduction

What is Overview and Scrutiny?

Scrutiny is the term given to the non-political process within the Council, whereby the decision makers (the Cabinet) are held to account for the decisions taken, whether they have been implemented effectively and whether they have resulted in improved services for people of Newport.

The Cabinet (also known as the executive) has the power to make the decisions needed to action the policies agreed by the Council. The remaining Councillors (non-executive) then form the scrutiny element, whose role is to challenge the performance of the Cabinet and hold them to account for the decisions taken. Scrutiny Committees can make recommendations and scrutinise the policies, decisions and performance of the Cabinet. The Cabinet, in turn, consults with, and responds to, Scrutiny Committee recommendations.

The underlying principle of Scrutiny arrangements is to ensure that the decision making process is open, accountable and transparent.

Scrutiny has the following roles:

- Hold the Cabinet to account for the decisions it makes;
- Ensure that the Cabinet and Officers perform effectively and that the Council is delivering what it said it would.
- Listens to the views of the public and make sure the public voice is heard;
- Develops and reviews policy to ensure that it is fit for purpose and provides the best outcomes for the people of Newport.

Scrutiny Committees do not have decision - making powers. In all cases the role of the Scrutiny Committee is to examine available options or consider how effectively an area is performing and then to make recommendations to the decision making body whether that is the Council; the Cabinet, an Individual Cabinet Member or external partners.

Scrutiny Committees are usually conducted in public, and the public are welcome to attend and observe any formal meeting of the Committee.

The Scrutiny Committee can operate in a number of ways, depending what the issue is that they are looking into. The most common approaches are either to consider issues via a report at Committee meetings, or to set up a working group to look at an in-depth issue.

Since the introduction of the Wellbeing of Future Generation Act, Scrutiny now has a statutory role to scrutinise the work of the Public Service Boards. PSB's are accountable to Scrutiny Committees in respect of how they work jointly to improve the economic, social, environmental and cultural well-being of their area by contributing the achievement of the wellbeing goals in accordance with the sustainable development principle.

Under the Act, Scrutiny has the power to:

- Review or scrutinise the decisions made or actions taken by the PSB;
- Reviewing or scrutinise the governance arrangements of the PSB;
- Acting as a consultee on key documents;
- Monitoring progress on the PSBs implementation for the wellbeing plan and assessing the delivery of objectives.

In carrying out these roles, the Scrutiny Committee can require any statutory member of the Board to give evidence, the capacity in which they do so must relate to the exercise of joint functions conferred on them as a statutory member of the board.

The Scrutiny Structure changed this year, with the Council approving a new structure in May 2017. As this report is looking backward at the work Scrutiny has undertaken in 2016/17, the summary of work is structured under the three previous Committees:

- Learning, Caring and Leisure;
- Streetscene, Regeneration and Safety; and
- Community, Planning and Development.

The Planned actions for 2017/18 however, will reference the new Committee's and will be focussed on embedding the new Committee structure. A summary of the new structure can be found within section 8 of this report.

How can the public get involved in the Scrutiny Process?

Scrutiny Committee meetings are normally open to the public and the agendas are published 1 week in advance of the meeting on the Councils webpage. Members of the public are welcome to attend any Committee meeting to observe. Agendas, reports and minutes of meetings can be found on the [Council's website](#).

Members of the public can suggest items for the Scrutiny Committee to look into by writing, emailing or phoning the Scrutiny Team:

Overview and Scrutiny Team
Newport City Council
Civic Centre
Newport
NP20 4UR

Tel: 01633 656656
Email: scrutiny@newport.gov.uk

What is the purpose of this Annual Report?

Each year the Council produced a Scrutiny Annual Report, which is intended to give an overview of the work undertaken by each of the Overview and Scrutiny Committees over the previous 12 months. This report also sets out the planned actions for the next 12 months, summarised in Section 9, within the Action Plan for 2017/18.

This report looks at the work of the Scrutiny Committees from May 2016 to April 2017. The Annual Report is an essential tool for measuring the performance of Scrutiny, evaluating the progress made against previous targets and setting priorities for the coming year.

2. Key Developments

This has been a year of significant change for Scrutiny, with three new Chairs taking office from May 2016. The Chairs have met on a regular basis and have worked with the Scrutiny Team to make improvements to the Scrutiny process. This has resulted in the introduction of a number of new ways of working which have had a positive impact on the performance of Scrutiny. We have continued to work hard to improve systems ready for new Council May 2017

In addition, the Chairs have undertaken a number of training sessions, including joint training with the Scrutiny Team by the Welsh Local Government Association. The facilitator of this training was very positive about the working relationship displayed between the Chairs and the scrutiny team, commenting that officers and members participating in the training together as a team, focussing on the good scrutiny outcomes that they can achieve together.

Below is a summary of the major developments and achievements this year.

2.1 Pre-meetings

The Chairs agreed that all Committee meetings will now be preceded by a premeeting. Pre meetings are an opportunity for Committee Members to run through the agenda for the meeting and clarify any procedural questions, check understanding and agree any questioning strategies. Pre-meetings are recognised across the board as being best practice for the scrutiny process:

- Effective questioning techniques are essential to get the most out of the Committee's time, and get to the heart of the issues under consideration.
- Pre-meetings give the Committee time to agree the objective(s) for each item e.g.
 - What is our purpose?
 - What do we want to find out?
- Pre-meetings allow Members to discuss and agree lines of questioning to meet their objective(s).
- Planning questioning strategies in advance helps ensure that all the main issues are addressed, and questions are relevant and focused on the task in hand.

We have also introduced a briefing note within the pre meeting agenda to assist members of the Committee with suggested lines of enquiry. This has aided members in focusing the discussions at the pre meeting.

2.2 PSB scrutiny

We have been further developing our response to the requirement within the Wellbeing of Future Generations Act for Overview and Scrutiny arrangements to be put in place to assure democratic accountability of PSB activity. The Chairs of Scrutiny collectively agreed the following interim arrangements, while a more permanent structure was being discussed:

- To designate the Street Scene, Regeneration and Safety (SSRS) Scrutiny Committee as the Committee with overall responsibility for Scrutiny of the Public Service Board.
- To include training on the Future Generations Act and Public Service Board Scrutiny in the training and seminar programme for Scrutiny.

- A PSB Policy Review Group was set up to investigate and recommend a permanent structure for PSB scrutiny, and was also tasked with reviewing the draft Wellbeing Assessment, fulfilling our immediate scrutiny obligations under the Act. This review group is due to report its findings to the Street Scene, Regeneration and Safety Committee in April and make recommendations on the most effective arrangements for Scrutiny of the PSB going forward. The findings of this group were reported to the Committee at its meeting on 20 April 2017.

2.3 Public Engagement Strategy

We have made progress with the implementation of the public engagement strategy, including the following actions:

- We have made the following changes to the meeting rooms:
 - Set areas for the Chair, Committee members and officers around the table
 - Made sure that there is always a designated area for the public to sit and observe.
 - Spare hardcopies of agendas are available in the public gallery.
 - Better 'signposting' to committee rooms including Committee name signs on the door.
 - Feedback forms now placed in public gallery to seek comment from any public attending.
- We have further work to do on making the scrutiny web pages more accessible so that the public have access to more information and involving the public and stakeholders in the selection of topics for Scrutiny work programmes.
- Feedback forms have been created, and will be used to seek feedback of any public attending meetings post May 2017.
- We have also created feedback forms to send to officers and Cabinet members who attend scrutiny Committees to give evidence, to seek their views on how the meeting was conducted, how effective and what improvements could be made.
- The next step will be to make changes to the website to ensure that appropriate information is available to the public on the scrutiny process, work programmes and how they can suggest a topic or get involved.
- We will also be looking at how we can better engage with stakeholders when setting the work programme in May 2017.

2.4 Peer Review

The WAO and the WLGA have supported us in undertaking a peer review with neighbouring authorities. Councillors and officers from Newport have observed meetings at Caerphilly and Monmouthshire Councils and have given feedback on the effectiveness of the scrutiny process within these Councils.

The reviewers observed two meetings of the Scrutiny Committees in March 2017, and were asked to comment on the effectiveness of the scrutiny process within three broad areas:

1. Environment;
2. Practice;
3. Impact.

These areas were given an overall assessment of whether the arrangements are:

- Hindering improvement;
- Partly supporting improvement;
- Positively supporting improvement;
- Playing a significant role in supporting improvement.

	Meeting 1	Meeting 2
Scrutiny Environment	Partly supporting improvement	Positively supporting improvement
Scrutiny Practice	Partly supporting improvement	Positively supporting improvement
Scrutiny Impact	Partly supporting improvement / Positively supporting improvement	Partly supporting improvement

Comments made are summarised in the following areas:

i) Questioning skills

The reviewers commented that there was some evidence based challenge by Members asking questions about performance and Members demonstrated good questioning skills, in particular questions about value for money, added value and benchmarking relating to the scrutiny of a commissioning arrangement with a partner. However it was commented that there was less evidence of Members using supplementary questions to follow up answers to questions to explore answers from Officers further, and to establish what outcomes happen as a result of the discussion.

With regard to the pre-meeting, it was noted that this provided an opportunity for Members to discuss what they would like to raise and lines of enquiry, however there was less evidence of a group questioning strategy as a result.

ii) Support provided to the committee

In relation to the Scrutiny Officer support, the reviewers commented that the Committees were provided with dedicated scrutiny officer support and independent advice. It was noted that the support from the Scrutiny team provided positive advice and guidance to the committee.

At the meetings observed, there were no senior officers present from the service area and it was noted that additional support from Directors would have been beneficial. However, the support provided by the service area officers who were present was considered helpful.

At both meetings, the group commented that there was no evidence of the Cabinet being held to account, with no Cabinet member present.

iii) Information provided

The group commented that the covering report contained valuable context and background information for the Committee. There was evidence that the public's views had been sought and were considered by the Committee at the meetings observed for at least some of the items.

The group agreed that the use of colour printing and screens to display information would have been advantageous.

iv) Chairing

The group commented that the chairing on both occasions was good, that the Chair introduced the participants, made sure that everyone could contribute, brought members back to the work in hand when they lost focus and that effort was made by the chairs to form a consensus on the way forward. Areas that the group suggested would be beneficial to develop included summing up and clarifying recommendations after agenda items and curtailing officer presentations in favour of members' questions.

v) Scrutiny Process

The group commented on the Committees worked well with Officers with a helpful and appropriate level of constructive challenge. There no evidence of conflict or Politics amongst the Committee Members. Witnesses were well used to contribute to the scrutiny process in some instances. One notable area for improvement would be that the outcomes of the Committees discussions and what was to happen as a result of the meeting needed to be clearer.

Overall the information provided and the use of witnesses were good. However it was suggested that this could be expanded and more questions asked and followed up with the witnesses to give a broader understanding of the impact of the proposals.

There was evidence of Scrutiny providing viable and well evidenced solutions to recognised problem – such as changing wording to make the intention of the recommendation more precise and seeking assurances from officers.

Overall, the arrangements of scrutiny in Newport are supporting improvement; however there were some areas that the reviewers felt that the Scrutiny process could be improved.

Scrutiny Teams Response to feedback

The review was a very positive process, and the findings of the group were in line with the areas that the Scrutiny Team have been working with the Chairs to improve.

The main areas that we need to work towards improving are:

- Developing the questioning skills and use of the pre meeting to develop questioning strategies;
- Ensuring that outcomes are clear, summing up and clarifying recommendations after agenda items;
- Ensuring Senior Officer support at Scrutiny Committee meetings';
- Cabinet Members attendance at Scrutiny to hold to account.

Suggested Actions:

- Under the new Committee structure, the Cabinet Member will be invited to attend any scrutiny Committee meeting considering the performance of the Council Service areas, and will be asked to provide a verbal update prior to the officers presentation.
- The new structure has separated out the performance scrutiny role into three separate committees. This will focus the scrutiny work programmes on holding decision makers to account for performance.
- Generally, Senior Officers are in attendance at Scrutiny meetings, and the Heads of Service present the report to Committees at the meeting. We will set up regular meetings between the Chairs and the Directors / Heads of service to ensure that the work plan can be discussed well in advance and any issues can be raised directly.
- A training session for members on questioning skills and the use of pre meetings in developing lines of enquiry will be set up, facilitated by the Welsh Local Government Association (WLGA)
- A training session for Chairs on the roles and responsibilities of a Scrutiny Chair is already planned following the appointment of the new Committee structure in May. Again, this will be facilitated by the WLGA.
- The Scrutiny Team will continue to work closely with the Gwent Local Authorities to share best practices and ways of working.

These actions will be incorporated into the Scrutiny Action Plan for 2017/18 contained at the end of this report.

2.5 Scrutiny Self Evaluation

In March 2017, The Scrutiny Team sought feedback from Officers and Members involved with the Scrutiny process via an evaluation questionnaire.

There was not a high response rate to this questionnaire, with 11 people returning the form. 8 of these were scrutiny Members, with the remaining 3 were from Senior officers involved with the Scrutiny Process. The forms were anonymous, and contained a series of statements based on the WAO's characteristics of effective Scrutiny. Recipients were asked whether that agreed or disagreed with the characteristics as they relate to Scrutiny in Newport. There was also a section for comments on each area (Scrutiny Environment, Scrutiny Practise and Impact of Scrutiny)

The feedback from those who responded was as follows:

- There is a need to better coordinate and manage the items that are presented to the scrutiny committees. There is insufficient time to do everything that is put before scrutiny, the referral and work programming process needs to be managed more consistently.
- That workloads are stretched, and there is a need prioritise items and focus on what outcomes scrutiny Committees can achieve.
- Scrutiny would benefit from doing less, more effectively – i.e. less light touch items, more in-depth reports.

- We do a lot of pre decision scrutiny, but not enough post decision and holding to account on how those decisions have been effectively implemented.
- Scrutiny needs to hold the executive to account more consistently and focus on post decision scrutiny. There has been a focus on pre decision items in the past.
- The dedicated Scrutiny support should ensure that reviews are more focused, that outcomes are clear for Scrutiny meetings.
- No evidence that scrutiny takes into account the views of the public, partners and regulators.
- Significant improvements have been made to the structure of meetings; methods of questioning follow a more logical sequence and are more focused and relevant.
- The role of Scrutiny has improved, but further improvements are needed to make the process more valued and integrated as part of the improvement agenda.
- Chairing skills could be developed to help make meetings more streamlined and focused.

3. Summary of Committee Activities 2016/17

Below is a summary of the major projects undertaken by each of the Committees this year.

In addition, certain activities are common to every Committee; as part of our focus on enhancing basic scrutiny systems, we have made the following improvements to these fundamental processes this year. Details are set out below.

3.1 Service Plans

We have continued to develop the system of reporting service plans by exception only, using the new information reporting process to share the full analysis of service plans with Committee Members, but making sure Committee meeting reports and questions are focussed on the main variances in performance.

Service plan performance is reported to Scrutiny Committee meetings on an exception basis. This report therefore focuses upon the main variances in performance against the service plans. These exceptions have been identified by Scrutiny and Performance Officers and approved by the Chair in line with the agreed process. The purpose of exception reporting is to ensure Members' questions are focused upon the main areas of concern, therefore making the best use of the Committee's time. The relevant Cabinet Members were invited to attend where the implementation of the service plans were being addressed.

In September 2016, Cabinet agreed a new Performance Monitoring Reporting Framework. Within this new framework, service plans will continue to be monitored and reviewed by the Scrutiny Committees at the mid- and end- year point. In addition, Scrutiny Committees received the Improvement Plan Objective updates that had previously been reported to Performance Board.

3.2 Budget

The Scrutiny Committees considered the draft budget proposals at their meetings in January and made comments to the Cabinet prior to a final draft being agreed. Scrutiny Members had a key role to play in championing public engagement, the proper operation of Fairness and Equality Impact Assessments (FEIAs) and ensuring that proposals were in keeping with the Wellbeing of Future Generations act.

As well as making recommendations on the specific proposals, the Committees also made comment on the budget process, in particular:

- Members raised concerns that the time allowed by the Council for public consultation was too short, and recommended that the Cabinet allow feedback from the public up until 12 February.
- Members noted that the large majority of the savings in this draft budget would be made through delegate officer decisions, with around £1 million worth of savings being consulted upon within the papers. Members requested explanation as to the process of accountability for delegated officer decisions, and requested more information on how these decisions are monitored and reported to the Cabinet.

- Members raised concerns that the proposals were not in keeping with the Wellbeing of Future Generations Act, having a short term view of the services provided. This is directly at odds with the intention of act by not fully considering the impact of the changes on future generations.

3.3 Single Integrated Plan

The Chairs of Scrutiny agreed that consideration of the Single Integrated Plan (SIP) should be split into the three key themes, sending each theme to the most relevant Committee for consideration. The aim of this approach was to reduce the amount of time required to consider the SIP at the Committee meetings, and share the workload equally between the Committees. Update reports were presented to Committees in June, with partnership leads attending Committee to set out progress and respond to Members' questions. This worked well, with Committees able to apply their subject knowledge to the relevant sections of the Plan. We are currently in the process of developing arrangements for scrutinising the PSB, through the PSB Policy Review Group. This review group received the update on progress on the SIP in March 2017.

3.4 Director of Social Services Annual Report

Joint meetings were held in June between the two Committees which deal with Social Services issues. The Director of Social Services presented his draft Annual Report, and Members were given the opportunity to comment on the draft before it was forwarded to Cabinet and Council for approval.

In accordance with the Council's performance management framework, the Members were asked to consider and comment on the adequacy of the draft report in addressing the issues identified. The Report confirmed that the Council was discharging its statutory social care duties and that good progress has been made in addressing issues raised following previous regulatory inspections in areas such as the Youth Offending Service and Adult Residential Services. The Council was also well placed in preparing for the additional duties imposed by the Social Services and Well-Being (Wales) Act. Reference was made to the slight dip in performance in meeting performance indicators in Children's services.

3.5 Safeguarding

Community, Planning and Development and Learning, Caring and Leisure Scrutiny Committees held a joint meeting in November 2016 and were presented with the first annual report on Corporate Safeguarding. The report and the attached information from the Directorate delivered the key information on the topic of 'Safeguarding' for Members and provided the Committee with information on how well the Council is achieving on its safeguarding arrangements. The information also included the individual team priority plans and details of mandatory staff training on safeguarding.

3.6 Wellbeing of Future Generations Act: Populations Needs Assessment

The PSB Policy Review Group undertook scrutiny as part of the consultation on the Wellbeing Assessment, which was presented to the Street Scene, Regeneration and Safety Scrutiny Committees the designated Committee for scrutiny of the PSB.

A part of the Wellbeing of Future Generations Act the PSB had to produce a needs assessment of the state of economic, social, environmental and cultural wellbeing that provides an accurate analysis of the state of wellbeing in each community area, as well as in the area as a whole. The Policy Review Groups role within this consultation was to provide feedback to the PSB as to whether the draft was an accurate reflection of wellbeing for the population of Newport, and whether any additional information was needed.

In summary, the feedback submitted was positive about the assessment, and had identified areas where further information would be beneficial such as:

- Work / Employment
- Housing
- Connectedness
- Business Start-up failure
- Health
- Skills/ literacy
- LGBT
- School
- Culture and Sport

The consultation response from the Committee was presented to the PSB for consideration along with the other partner responses.

4. Community Planning and Development Overview and Scrutiny Committee

Membership 2016-17:

Councillors Williams (Chair), Delahaye, Mudd, T Suller, H Thomas, K Thomas and Watkins, Cleverly and Morris (until 16 Nov 2016).

Chair's Introduction

Due to a wide and varied portfolio the Committee previously struggled at times to complete challenging annual workloads. The review of the Work Programme agreed by the

Committee in June 2016 has continued to refocus the Committee's workload and resulted in a balance between less overview and scrutiny of topics considered at Committee and more opportunity for focussed Scrutiny Reviews to be undertaken in Policy Review Groups.

A Workforce Plan Policy Review Group has been concluded and recommendations made to the Cabinet Member and the Committee will consider a monitoring report regarding these recommendations as part of the Work Programme for the coming year. The Committee also considered a report in October upon Community Centres Recommendations Monitoring from the review that was previously undertaken. The Adult Residential Care Policy Review Group has concluded and its final report to Committee is being prepared.

The Committee continues to encourage representatives from our partners to attend relevant meetings where possible, examples include: inviting Public Health Wales and Aneurin Bevan Health Board representatives to meetings where the Public Service Board Single Integrated Plan Health & Wellbeing Theme was considered. This will become a significant area of focus as part of the developing statutory scrutiny of the Public Services Board.

Councillor David Williams

Committee Chair

Our Activities 2016-17

This year our work has included the following:

Annual Information Risk Report 2015-2016

Members considered the draft Annual Information Risk Report which provides an assessment of the Council's information governance arrangements and identifies where action is required to address weaknesses and make improvements. Following Members'

questions, the Committee endorsed the draft Annual Information Risk Report 2015-16 and provided comments for the Cabinet Member's consideration.

Public Services Board – Single Integrated Plan and Annual Report (Health & Wellbeing Theme)

Members of the Partnership Team, comprising representatives from Newport City Council, Public Health Wales and Aneurin Bevan University Health Board presented the draft Annual Report for the Health and Wellbeing theme of the Public Services Board's Single Integrated Plan to Members of the Committee. Following consideration and questions, the Committee referred comments to the Public Services Board for inclusion in the final report.

Quality of Commissioned and In House Adult Services Provision

Consideration was given to an overview of the performance and quality of services delivered by externally commissioned and in-house Adult Social Care Providers across the following categories: care homes; domiciliary care; supported living; day services; advocacy and preventative services, and Telecare. The Committee acknowledged the performance and quality of services delivered by externally commissioned and in-house adult social care providers and provided comments to the Cabinet Member for consideration.

Impact of the Housing (Wales) Act 2014

Members received a report advising of the challenges and impact of implementation of the Housing (Wales) Act 2014 upon service provision, eighteen months after the legislation took effect. The Committee acknowledged the impact of the legislation upon the Housing service area and provided comments to the Cabinet Member and in particular that the Committee wished to champion the service and support the bid for funding.

Further Monitoring and Evaluation Work

The Committee has also received reports and fed back comments on the following:

- Annual Corporate and Social Services Compliments and Complaints Report April 2015 to March 2016;
- Digital Strategy;
- Community Centres Recommendations Monitoring;
- 2015-16 Adult Protection Annual Report;
- Changes to Out of Hours Service;
- Health and Social Care Older Person's Pathway;
- Changes to the Out of Hours Service.

Policy Review Groups

The Policy Review Group established by the Committee continued with the review of the following topic and presented its final report to the Committee. The Committee agreed the first principle and recommendations for inclusion in a report from the Committee to the Cabinet Member for Social Care and Housing, for consideration. The outcome of the recommendations made will be monitored in the coming year:

- Adult Residential Care.

The Committee concluded its review of the following topic and will monitor the outcome of the recommendations made as part of the monitoring of the Service Plan for People and Business Change in the coming year:

- Workforce Plan.

5. Learning Caring and Leisure Overview and Scrutiny

Membership 2016-17:

Councillors: Guy (Chair), Ferris, Fouweather, Garland, Maxfield, Mayer, Mlewa, Spencer, C Suller and Whitehead.

Chair's Introduction

This year, the Committee has considered a large number of reports from the services within its remit across a wide range of topics and at times it has been challenging to deliver the Work Programme. In order to address this in the coming year, it will be necessary to develop more focussed reporting upon evidence for performance monitoring and so achieve clearer outcomes from Scrutiny.

Councillor John Guy
(Committee Chair)

Our Activities 2016-17

This year our work has included the following:

Care and Social Services Inspectorate Wales (CSSIW) Inspection Report Newport City Council Fostering Services

Members considered a report on the outcome of inspection findings upon the Council's Fostering Services undertaken in February and published in April 2016 and included what Newport did well and what had improved since the previous inspection. Following consideration the Committee agreed: to acknowledge the outcome of the CSSIW inspection and the Council's proposals for action in response; to congratulate the Head of Children and Young People on the outcome of the review, and; to convey comments made to the Cabinet Member for Education and Young People.

Full Joint Re-Inspection of Youth Offending Work in Newport

Consideration was given to a report upon the outcome of the Full Joint Re-inspection of Youth Offending Work in Newport, which was led by HMI Probation and the updated Improvement Plan prepared in response to the findings and conclusions published in June 2016. Newport had been chosen for re-inspection following poor outcomes during the joint inspection in 2014.

In 2016 Newport Youth Offending Service (YOS) had made a step change in performance since the last inspection. The YOS was stronger in assessment and delivering good quality interventions. The YOS Management Board had clear objectives and was successful in making sure children and young people had access to a range of services designed to move them away from crime. There was still work to do to improve planning to manage vulnerable children and young people, and provide a comprehensive education, training and employment service. The YOS were aware of where it needed to improve and were constructively addressing the issues.

Following consideration and comments, the Committee agreed: to acknowledge the outcome of the Inspection and the Improvement Plan put in place to address continued improvement in the Service, together with the step change positive progress achieved to

date, and; to congratulate the Head of Children and Young People Services and staff concerned on the step change positive progress achieved to date in the service since the joint inspection in 2014.

Education/ Pupil Performance Data 2014/15 Key Stages 1, 2 and 3

Members considered a report provided upon combined pupil performance data for Newport Schools at Foundation Phase, Key Stage 2, and 3 and the expected levels of achievement at the end of each phase also providing comparisons between gender achievement levels and compared performance with the national average for Wales.

Following questioning, Members agreed: to acknowledge the position regarding pupil performance for Key Stages 1,2 and 3 and progress made; to draw the attention of the Cabinet Member for Education and Young People to the comments made at the meeting, and; to receive a further report clarifying the implications of changes to qualifications upon performance data for Key Stage 3 outcomes in January 2016, as part of the usual Key Stage 4 Education / Pupil Performance Data report.

School Attendance 2011/12 to 2014/15

The Committee received a report regarding the trends of school attendance in Newport Primary and Secondary Schools during the academic years 2011/12 to 2014/15. While a consistent increase in attendance rates had been demonstrated in Newport in recent years, attendance rates remained lower than the national average and continued to be a challenge for Newport Schools. Following discussion and questions, Members agreed: to acknowledge the position regarding attendance rates within Newport schools; to draw the attention of the Cabinet Member for Education and Young People to the comments made at the meeting; to receive an update report in six months on progress made in improving attendance rates, and to programme a further performance monitoring report for submission to the Committee in twelve months.

Welsh in Education Strategic Plans 2017-2020

Consideration was given to a report on consultation on the draft Welsh in Education Strategic Plan (WESP) 2017-2020 for Newport as part of the Welsh Government's wider strategy for the Welsh Language, Welsh in Education Strategic Plans (WESP) 2017-2020. The Council's Welsh in Education Strategic Plan ran from 2014-17 and was therefore due for renewal. A new Plan had been drafted for 2017-2020 and was then being consulted upon. Alongside this, on 1 August 2016, the Welsh Government launched its consultation on proposals for a new Welsh Language Strategy, with education as a key priority. New guidance had been provided to help in the preparation of the 3-year Plan. Any Plan that was not sufficiently ambitious and did not demonstrate the level of aspiration needed to ensure growth in Welsh-medium education would be rejected by The Minister.

The Committee was being consulted as part of the wider consultation process on the draft Plan, but specifically on whether the draft Plan submitted by the Chief Education Officer complied with the expectations of the Council and the detailed requirements in the guidance provided by Welsh Government.

Following discussion and questions, the Committee agreed: to endorse the Council's draft proposals for its Welsh in Education Strategic Plans (WESP) 2017-2020 as meeting the requirements of the Council and Welsh Government, and; to encourage Members of the Committee to raise any further issues or questions as part of the consultation process regarding the Draft Plan with the Chief Education Officer throughout the course of the consultation period which concludes on 6 December 2016.

Special Education Needs and Performance

The Chief Education Officer outlined key areas for the Committee's attention. Last year, following intervention by the Wales Audit Office, the Council had reported a decline in performance, which had been attributed to a discrepancy on how the guidelines were being used in the process. An action plan had since been put in place and this was being monitored throughout the year by the Chief Education Officer, Internal Audit and the 'Every Child Group' and the process had been strengthened as a result. Members queried if any concerns had been raised by those monitoring the action plan on how it was progressing, and whether the situation was improving. Members were informed that issues relating to staffing had been addressed, which had been an issue identified by the Scrutiny Committee last year, and that methods of reducing statements were being explored. There were currently in the region of 1300 statement issued this year, which was as a result of the way the process had previously worked where a statement was necessary to get SEN support. The Council was now moving away from this process and making the following changes: Increase in LRB places; Giving advice to staff in mainstream schools to provide support; Readdressed the way in which staff work, now in clusters; In-house officers - linked to making statements will be used in a better way in the future once numbers of statements reduced, allowing them to attend reviews and challenge schools, and; Funding for an extra post. Following consideration, the Committee agreed to include the item in its forward work programme for future monitoring.

Exclusions Monitoring

Members of the Committee discussed the report provided upon exclusions and queried what was in place within schools to reduce instances of exclusion. In every school there was a learning support centre used for internal exclusions or a 6 week intervention. The schools also worked closely with parents to avoid the need to exclude children. There was also an Exclusion focus group, and sharing of behavioural policies, which were slightly different for each school. Members expressed concern that there should be one central behavioural policy to be used by schools and **requested** that examples of the range of policies be included within the next update to the Committee on exclusions. The Assistant Head of Education – Inclusion, advised the Committee that there was information missing from the published agenda, which would be sent to the Senior Overview and Scrutiny Officer for circulation to the Committee. Following discussion, the Committee agreed that this topic should be included in its forward work programme for updates following the publication of results every term.

Key Stage 4/5 Pupil Performance Data

Representatives from the Education Achievement Service for South East Wales (EAS) attended to present and answer questions about the pupil performance data for 2015-16 at Key Stages Four and Five. The Deputy Chief Education Officer also attended to answer the Committee's questions.

The following points were discussed:

Members raised concerns about the substantial drop in science results, and the significant variances between schools which had impacted upon overall performance. EAS colleagues explained that this was due to Welsh Government changes to Key Stage 4 performance measures, with only GCSE Science qualifications counting towards the Science measure in future. Some schools had decided to introduce curriculum changes earlier than others, which had caused the variances between the individual schools' results.

An All Member Seminar was to be arranged to explain the changes being made to education performance measures across the board. EAS colleagues highlighted that the number of alterations being made, including changes to both the Maths and English

curricula, was causing a high level of uncertainty, and making predictions on future results very difficult.

Members raised concerns regarding the recently published Estyn Annual Report, which highlighted variability in provision, particularly in the quality of teaching. Officers responded that this was an all-Wales report, and the document included best practice examples from Newport. Officers also highlighted the high quality of teaching in Newport, and the commitment to continuous improvement of teaching and learning in all schools.

It was clarified that the Welsh Baccalaureate would be compulsory for those pupils currently in year 10. Further information on this and all other changes would be included in the proposed All Member Seminar.

Members highlighted the value of vocational qualifications, which they felt were in need of greater recognition and promotion.

Education Achievement Service Business Plan 2017-2020

The Principal Challenge Adviser for Newport presented the Education Achievement Service Business Plan for 2017-20, including the specific local targets for Newport. In response to queries around risk monitoring, Members were directed to the full risk information published on the EAS website. It was also suggested that the minutes and associated papers from the EAS Audit and Risk Committee could be circulated for information to Scrutiny Members in future, to share information and give further context to discussions.

Following conclusion of the questions and discussions the Principal Challenge Adviser agreed to report back to the EAS management team on the Committee's suggestion to include "value added" data within the Business Plan.

The Committee **requested** that Free School Meal percentage figures for all Newport Schools be circulated to Committee Members, to give context to future discussions on school performance statistics.

No further monitoring was agreed as this would be a matter for the new Committee following the election, however annual monitoring of the EAS Business Plan would be included in the suggested work programme to be agreed after May. The suggestion to circulate the EAS Audit and Risk Committee papers for information would also be included.

Education Achievement Service Contribution: Financial Year 2016/17

The Principal Challenge Adviser for Newport presented the report on Newport's contribution to the EAS during 2016/17, outlining the return on this investment.

It was reported that grant funding levels were confirmed for the next year. In response to a question on future projections for funding, and whether any cuts in grant funding would impact upon the contributions requested from partner authorities, officers stated that this would need to be referred to EAS management for a response. It was noted that a full response may not be possible given the variables involved. It was suggested that, if a full response was not possible, an explanation of the process to be followed in negotiating and agreeing changes to local authority contributions would be useful, for Members to better understand the relationships and accountability structures at play.

In relation to the point made about school leadership, Members raised concerns about the lack of support for governing bodies, given the crucial role required of governors, on a voluntary basis. It was confirmed that there was a small team in place to support

governing bodies, but resources were stretched. Members suggested that this could be an area of inquiry for scrutiny's work programme after the election, to establish levels of support in place, responsibilities for funding that support, and whether additional resources could be committed to this.

The Teacher Adviser to the Committee commented positively on the contribution of the EAS to raising educational standards in Newport.

The Committee requested a response from EAS management on the grant funding query outlined above

No further monitoring was agreed as this would be a matter for the new Committee following the election, however annual monitoring of the local authority's financial contribution to EAS would be included in the suggested work programme to be agreed after May. The suggestions to look into the "Value For Money Model", and the area of governor support, would also be put forward for consideration.

National Categorisation of Schools 2016-17

The Principal Challenge Adviser presented the analysis of the national school categorisation results for Newport.

In addition to the comments already made on this subject through the meeting, the following points were also discussed:

- It was underlined that, despite the public perception of this, a red categorisation result did not indicate a "bad" school. The categories related solely to the levels of support services required, and were judged upon a wide range of factors.
- The high performance of Newport schools in this year's results was noted, particularly the top ranking position for the number of "green" primary schools.
- Officers highlighted the number of Headteacher vacancies currently being advertised across Newport, which could impact upon results next year; additional support might be required which could change the category ratings for those schools while new leadership teams were being established.

Following discussion and questions, Members agreed that annual monitoring of the categorisation results would be included in the suggested work programme to be agreed after May.

Further Monitoring and Evaluation Work

The Committee has also received reports and fed back comments on the following:

- Recommendations Monitoring: Sport and Leisure Review - Alternative Service Delivery Review;
- Recommendations Monitoring: Riverfront Theatre and Arts Centre Review - Alternative Service Delivery Model.

6. Street Scene, Regeneration and Safety Overview and Scrutiny Committee

Membership 2016-17:

Councillors Ali (Chair), Bond, Cornelius, Critchley, Davies, C Evans, M Evans, Huntley, Mlewa, Rahman (until 27 Sep 2016) and Al-Nuaimi from 27 Sep 16.

Chair's Introduction

The Committee has had a number of reports on the agenda this year. As the designated Committee for scrutiny of the Public Service Board, that Committee has focused on developing an understanding of what this role means for the Committee and how best we can utilise existing resources to fulfil our obligations in an effective and meaningful way. As such, we established a policy review group to undertake an in-depth piece of work on this and report its findings back to the Committee.

We have also received several outcomes monitoring reports to see the progress being made on recommendations previously made by the Committee to the Cabinet. This is an important element of the scrutiny process to ensure that we are making an impact with the reviews and recommendations.

Finally, we have worked with partners in the police to assist in tackling antisocial behaviour within the Pillgwenlly ward, which has resulted in recommendations being made to the Council on the establishment of a Public Spaces Protection Order. We intend to continue to work closely with the police to monitor the effects of this order should it be approved by the Council.

Councillor Omar Ali
(Committee Chair)

Our Activities 2016-17

This year our work has included the following:

Review of Community Councils Concurrent Grant

The Committee received a report reviewing options for allocating £131,137 Concurrent Grant per annum to Community Councils, as allocations had remained the same for a number of years, but some Community Councils provided local services that would otherwise be the responsibility of the City Council and at different levels.

Following Members' questions and consideration, the Committee endorsed option 6: that the future allocation of the grant be based on the budgeted cost of providing services which the Council also provided in other areas and subject to: a phased introduction, suitable guidance and support being provided and appropriate monitoring of expenditure of concurrent grant being undertaken by all Community Centres to ensure value for money.

Public Services Board Scrutiny – Policy Review Group Update

The Committee was designated as the Committee with overall responsibility for scrutiny of the local Public Services Board (PSB) and a policy Review Group had been set up to develop PSB Scrutiny and an effective framework. The Group reported to this Committee as the lead from PSB Scrutiny, but comprises Members from all three Scrutiny Committees. The Review Group provided an update and the Committee agreed that the following task be added to its terms of reference:

- *To undertake scrutiny of the draft Assessment of Wellbeing and report its conclusions and observations to the Street Scene, Regeneration and Safety Committee before 19 February 2017.*

The policy review group presented its final report to the Committee in April, where the recommendations were endorsed and would be presented to the new Committee after the Election for consideration and implementation.

Public Services Board Wellbeing Assessment – Consultation

The Public Services Board Policy Review Group provided a report upon its consideration of the Public Services Board (PSB) Draft Wellbeing Assessment and its draft consultation response to be forwarded to the PSB before the consultation period ends on 12 February.

Policy Review Groups role within this consultation was to provide feedback to the PSB as to whether the draft was an accurate reflection of wellbeing for the population of Newport, and whether any additional information was needed. Further information on the work completed by Scrutiny this year relating to the PSB can be found in Section 2 and 3 of this report.

Pillgwenlly Public Space Protection Order

Consideration was given to a report on the possible introduction of a Public Space Protection Order (PSPO) for Pillgwenlly Ward and proposing measures upon which to undertake consultation with stakeholders and the public as possible restrictions within the PSPO. The issues suggested for consultation as possible restrictions within a PSPO related to alcohol consumption and general nuisance and anti-social behaviour. Following questions, the Committee endorsed the proposed consultation process outlined upon the issues concerning alcohol consumption, general nuisance and anti-social behaviour and requested a further report following the conclusion of the consultation process.

The Committee received this further report at its meeting on 16 March 2017. The Committee noted the issues raised as part of the consultation and agreed to recommend to the Council that it proceed with the PSPO for Pillgwenlly. This will be reported to the Council for a decision after the Elections in May.

Further Monitoring and Evaluation Work

The Committee has also received reports and fed back comments on the following:

- Outcomes Monitoring – Property Services Review
- City Centre Public Space Protection Order – Recommendations Monitoring
- City Centre Regeneration
- Economic Regeneration Strategy – Recommendations Monitoring

7. Action Plan Review 2016-17

The last annual report identified the priorities and planned actions for 2016-17. The table below charts our progress against those priorities.

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Priority	Action		Who?	Status	Progress
Work Programming and Scrutiny Methods <i>To strengthen committee work programming arrangements to ensure that they are timely, meaningful, informative and transparent, balanced, monitored and joined up.</i>	1	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning.	Scrutiny Team / Chairs	Ongoing	<p>All three Overview and Scrutiny Committees are now using pre meetings at every meeting to develop questioning strategies. Initially, pre meetings were predominately used to clarify the role of the Committee for each item on the agenda. We have now introduced briefing notes to the pre meeting agenda aid members in planning questioning strategies to ensure that the main issues are addressed, and questions are focused on the task in hand.</p> <p>With the new Committee Structure and new committee Members, developing the use of pre meetings will continue to be an action for next year. Questioning skills training is scheduled for October to include effective use of pre meetings.</p>
	2	To introduce an effective system for scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the Wellbeing of Future Generations Act.	Scrutiny Team / Chairs	Completed	<p>This has been completed. The Street Scene, Regeneration and Safety Scrutiny Committee set up a Policy Review Group to consider how Scrutiny could best undertake this role, within existing resources. The group has concluded its investigation was submitted to the Scrutiny Committee on 20 April. The new Committee Structure approved by the Council in May 2017 included a separate Committee for Scrutiny of Partnerships, including the PSB. The other recommendations contained with the report will be considered by the new committee for</p>

Priority	Action	Who?	Status	Progress
				implementation. The recommendations will also be reviewed and monitored as scrutiny of the PSB evolves.
	3 To introduce a new report template to improve the quality and focus of the information that is presented to Committees.	Scrutiny Team	Completed	The new reporting template was introduced in November 2016 including suggested areas of focus and additional background information to assist the Committees in consideration of information presented from service areas and partner organisations. The report structure was intended to provide the Committee with more background information and outline the role of the Committee in considering each item. As part of the peer review in March 2017, the reviewers commented that the covering report provided useful context to each of the items.
	4 To continue to develop links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training.	Scrutiny Team	Ongoing	The WAO and the WLGA have supported us in undertaking a peer review with neighbouring authorities. Councillors and officers from Newport have observed meetings at Caerphilly and Monmouthshire Councils and have given feedback on the effectiveness of the scrutiny process within these Councils. (for more information on the outcomes of this review, see section 1 of this report) We have received feedback on areas for improvement and this will be used to help us focus on areas for improvement going forward. These are summarised in the Scrutiny Annual Report 2016/17 and the resulting actions will be detailed in the Scrutiny Action Plan for 2017/18.
Communication and Engagement <i>To improve public</i>	5 To continue implementation of the Public Engagement	Scrutiny Team / Chairs	Ongoing	The main focus of the implementation of the public engagement strategy this year has been improving the accessibility of the Scrutiny Committee meetings for any public attending. We have made a number

Priority		Action	Who?	Status	Progress
<i>access to the Scrutiny process.</i>		Strategy agreed in 2015.			<p>of improvements to the public access to meetings, including room layout, nameplates, and better signage.</p> <p>Our next step will be to make changes to the website to ensure that appropriate information is available to the public on the scrutiny process, work programmes and how they can suggest a topic or get involved.</p> <p>We will also be looking at how we can better engage with stakeholders as a matter of course throughout the year.</p>
Relationship with the Cabinet <i>To continue to develop the relationship and working arrangements between the Executive and Scrutiny</i>	6	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively.	Scrutiny Chairs / Scrutiny Team	To be diarised as necessary.	<p>Regular meetings have taken place between scrutiny and the Executive prior to the restructure of the Committees in May 2017.</p> <p>The Chairs of scrutiny have met on a monthly basis with the Scrutiny Team to discuss the work of the Committee, improve consistency between the Committee work plans and ways of working. This has proved very effective and we have looked to enhance this coordination role through the new Committee structure. The Overview and Scrutiny Management Committee now has extended the role previously undertaken by the Chairs of Scrutiny, into a formal Committee environment. This will ensure that the Scrutiny function is assessing its own performance in an open and transparent manner and assist in developing a co-ordinated and consistent approach to Scrutiny over the next year.</p>
	7	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building on the	Scrutiny Team	Ongoing	<p>The new performance management system has been introduced, and training will form part of the induction for new scrutiny Members in May 2017.</p> <p>Our next steps will be to ensure that the scrutiny of</p>

Priority		Action	Who?	Status	Progress
		existing measures for service plan monitoring.			<p>performance has a more prominent position in the work programmes of the Committees in May 2017.</p> <p>Developing the performance 'holding to account' role was a key component of the new Committee Structure. The three performance Scrutiny Committees are able to focus solely on performance within their remits. We are working closely with the performance management team, and the Leader to develop an effective process for performance monitoring to strengthen this function and provide appropriate check and balance to the decision making process.</p> <p>We are currently working to align the work programmes of Cabinet and Scrutiny to provide a more coordinated approach. This will improve the reporting information and ensure that Scrutiny has a clear and more integrated role in the decision making process.</p>
Training and Development <i>To ensure Scrutiny Members are provided with the necessary training and development opportunities to undertake their role</i>	8	To update and deliver the training and seminar programme for Members, including training to support: <ul style="list-style-type: none"> - Budget scrutiny; - Performance scrutiny; and - Implementation of the Wellbeing of Future Generations Act. 	Scrutiny Team	Completed.	<p>The new performance Scrutiny Committees have been provided with a briefing session in relation to budget and performance in July 2017. We will further develop this as items are diarised on the Committees work programme and ensure that where appropriate briefings are provided to the Committee on specific reports as required.</p> <p>The new Performance Scrutiny Committee – Partnerships have been provided with a briefing on the Wellbeing of Future Generations Act, and will continue to receive support and advice as items are presented to the Committee for consideration.</p>
	9	To work with current Members to develop an	Scrutiny Team	By April	In March 2017, we sought feedback from the Scrutiny Members on the induction process

Priority		Action	Who?	Status	Progress
		effective scrutiny induction programme for Elected Members after the 2017 election.		2017	previously undertaken. We are working with WLGA guidance on the content of the induction programme for new members 2017, and will be developing a rolling programme of development for scrutiny members next term.
Scrutiny Support <i>To strengthen and enhance the service provided to Scrutiny Members by the Scrutiny Team.</i>	10	To enhance links with colleagues within the Council and beyond, and to look at a range of methods to promote and support the scrutiny function.	Scrutiny Team	Completed	<p>We are currently working with Caerphilly and Monmouth Councils on a peer review exercise, which the WLGA have been involved with.</p> <p>The outcomes of this review have been included within the Scrutiny Annual Report 2016/17, and have been used to inform the planned actions for 2017/18.</p> <p>Going forward, there will be less opportunity to for formal collaboration with our Gwent colleagues, as support for the South East Wales Scrutiny Officers Network reduces. However, we will continue to share best practise on an informal level, and maintain good working relationships with our counterparts across south wales. We will continue to look at a best practice to improve the support provided to Scrutiny.</p>

8. New Scrutiny Committee Structure for 2017

At its meeting on 16 May 2017, the Council approved a new structure for Scrutiny Committees. A major overhaul of the work programme was needed to realign Scrutiny as a key component for driving forward improvement, to look at the Council in a more strategic way, and to focus on how the Council is achieving its aims and objectives set out in corporate documents, such as the Corporate Plan, and Newport 2020.

The Scrutiny function could make more of an impact if it were to focus its resources on the scrutiny of performance, becoming more outcomes focused and linking in with the Cabinet work programme, to create a cohesive approach to achieve improved performance within the Council.

To make the Scrutiny Committees the most effective, it was agreed that there is need to change the focus on away from portfolios, to focus on what roles scrutiny should be undertaking and structure the Committees to support these roles.

The main roles that the Committees undertake are:

Performance Monitoring	Holding the executive to account
Policy Review and Development	Including consultation on decisions before they are made (pre-decision Scrutiny)
Performance of partnerships	in particular the PSB (but also NORSE, EAS, SRS, Newport LIVE).
Scrutiny of Corporate Strategies /Plans –	Such as the Corporate Plan, Improvement Objectives.
Coordination / management	of work programmes - including referrals, policy review groups, recommendations monitoring and setting processes for looking at Corporate issues such as the budget, public engagement, the Corporate Assessment)

The following structure was approved:



The anticipated benefits of this approach are:

- A complete change in focus of the work programmes to consider what role scrutiny undertaking. This should make the work programmes more outcomes-focused and reduce the number of items that come to scrutiny that are simply “noted”.
- Scrutiny is developing in the key areas that we are weakest – scrutiny of performance (holding the executive to account) and scrutiny of partnerships.
- It addresses concerns raised by the WAO in relation to work programmes being too large and lacking prioritisation.
- It establishes closer links to the Cabinet Member, they have one Committee (the relevant performance scrutiny committee) to attend, for which they will attend and explain the performance of the service, along with the relevant officers.
- The Performance Scrutiny Committees provide in-depth monitoring and challenge for clearly defined service areas. PSCs would be expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about the service.
- By linking the performance scrutiny committees to the directorate – there are clearer lines of accountability.
- The work programmes will be completely re-written, starting from a blank piece of paper, building them around key council documents, objectives and risk and focusing on what outcome we are trying to achieve when including an item on the work programme.

- The Scrutiny Team will work with the Management Committee to develop more detailed selection criteria so that referrals that were not contributing to corporate objectives were able to be rejected by the Overview and Scrutiny Management Committee, making the work programme more focused

The full terms of reference are available on request, or on the [website](#). Below is a summary of the new Structure's remits.

<p>Overview and Scrutiny Management Committee</p>	<ul style="list-style-type: none"> • All Policy Review or Policy Development; • Coordinate and manage all Scrutiny Policy Reviews Groups; • Scrutiny of Corporate Plans, strategies and frameworks; • Receive and assign all referrals to Scrutiny (outside of the agreed work programmes); • Manage and coordinate Scrutiny Member Training; • Consider the implementation of projects/schemes/legislation that impact upon the whole council; • Coordinate the response from Scrutiny on the draft budget proposals; • Approve and monitor implementation of the Scrutiny Annual Report; • Recommendations monitoring on Scrutiny recommendations resulting from reviews. • Monitor the scrutiny work programmes;
<p>Performance Committee - People</p>	<p>Holding the Executive to Account for its performance within the People Directorate:-</p> <ul style="list-style-type: none"> ○ Monitoring of performance ○ Budget Monitoring ○ Draft Budget Proposals ○ Risk Monitoring
<p>Performance Committee - Place Directorates and Corporate</p>	<p>Holding the Executive to Account for its performance within the Place Directorate and Corporate:-</p> <ul style="list-style-type: none"> ○ Monitoring of performance ○ Budget Monitoring ○ Draft Budget Proposals ○ Risk Monitoring
<p>Performance Committee - Partnerships</p>	<p>Holding the Public Services Board to account for their performance.</p> <p>Holding other partnerships to account for their performance. (NORSE, EAS, Newport Live, other commissioning agreements)</p> <p>Scrutiny of community safety issues and associated partnerships: Designated Committee for Crime and Disorder (statutory requirement).</p>

9. Planned Actions 2017-18

Intended Outcome	Actions		Timescale
<p>Scrutiny Committees regularly and routinely hold the executive to account for its decisions, and for the performance of the service areas.</p>	1	Agree and implement a consistent approach for Cabinet Member attendance at Scrutiny Committees.	October 2017
	2	Continue to utilise and develop the information presented to Members and ensure that the role of the Committee and the intended outcomes are clear.	Ongoing throughout the year
	3	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building scrutiny's performance monitoring role within the new Committee structure.	Ongoing throughout the year
<p>The Scrutiny Work Programmes are:</p> <ul style="list-style-type: none"> - Consistent; - Sufficiently detailed; - Linked with Cabinet; - Clearly define the role of Scrutiny every item; - The work of the Scrutiny Committees has an impact and results in improvement to a public service. 	4	<p>Undertake a detailed review of the work programmes, and assist the Committees to build their work programmes around key council documents, objectives and risk and focusing on what outcome we are trying to achieve for each item.</p> <p>Limit agenda items to maximum of 3 where possible to allow Members sufficient time to effectively undertake their role.</p>	<p>September 2017 for drafting of the work programme.</p> <p>Ongoing for implementation.</p>
	5	To develop more detailed selection criteria so that referrals that were not contributing to corporate objectives were able to be rejected by the Overview and Scrutiny Management Committee (OSMC), making the work programme more focused on outcomes.	September 2017
	6	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively.	December 2017

Intended Outcome	Actions		Timescale
	7	Report to OSMC on the progress and effectiveness of scrutiny on a regular basis.	6 monthly updates
	8	Routinely undertake recommendations monitoring through the OSMC and include a measure of the impact any changes have made to the service users.	On work programme in September, undertaken throughout the year.
Scrutiny promotes and supports the public voice in the decision making process and seek the views of stakeholders routinely within its work programme.	9	Develop the scrutiny webpages to ensure that information on the work of the scrutiny committees and how the public can be involved is accessible.	April 2018
	10	Develop list of stakeholders and utilise this for consultation and seeking public feedback on agenda items.	April 2018
	11	Publish the Committee work programmes on the website and regularly update these as changes are made. Ensure that each Committee agenda is promote using social media.	December 2017
To develop effective system for scrutiny of the Public Services Board.	12	To implement the actions contained within the PSB Scrutiny final report and report back to Scrutiny on progress made.	April 2018

Report

Council

Part 1

Date: 26 September 2017

Subject Annual Review of the 2016-18 Improvement Plan

Purpose To inform Council of the progress made towards the delivery of the 2016-18 Improvement Plan.

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

Ward All

Summary

- Under the Local Government Measure 2009, Local Authorities have a duty to make arrangements to secure continuous improvement and to account for it.
- In April 2016 full Council approved the eight Improvement Objectives in the Improvement Plan for 2016-18.
- The Improvement plan 2016-18 sets objectives for a 2 year period
- This report offers details of our progress in delivering the Improvement Objectives described in the Improvement Plan during the first year (2016-17).
- Overall progress against the plan for 2016-17 is assessed as being 'good', with most Improvement Objectives performing well, Excellent progress has been made for the objective 'Ensuring people have the right social services to meet their needs'.
- 2016/2017 is the sixth consecutive year where the number of informal (stage 1) complaints received has decreased since recording of the corporate process began in 2011.

Proposal To note the content of this report and to commend areas of successful service delivery.

Action by Council

Timetable Immediate

This report was prepared after consultation with:

- Chair of Cabinet
- Cabinet
- Chief Executive

- Strategic Directors
- Heads of Service
- Service Managers

Signed

Background

Appended to this report is a review of the progress made against the Improvement Plan during 2016/17. This document enables the council to fulfil its statutory duty to make arrangements for continuous improvement and to account for them.

The review details progress towards the eight Improvement Objectives identified in the Improvement Plan 2016-18 which spans 2 years and an assessment of how successful the council has been in delivering them during the first year. The eight Improvement Objectives are linked to the six themes in the Corporate Plan 2012-17.

Overall progress against the plan during 2016/17 is assessed as being 'good', with most Improvement Objectives performing well; the objective: 'Ensuring people have the right social services to meet their needs' was assessed as excellent.

National Measures

The council also reports some performance indicators nationally; these are Public Accountability Measures (PAM) and Social Services Performance Measures (SSPM). Performance for these measures in 2016/17 has also been assessed. PAMs and SSPMs will be referred to as national measures in this report.

All Wales data for 2016/17 will be provided in a separate report once the data has been released by the Data Unit Wales.

Financial Summary

There are no direct financial implications from this report.

Risks

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

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

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

Options Available and considered

1. To accept the report
2. Not to accept the report

Preferred Option and Why

Preferred option is 1. Accepting the report will enable the Council to fulfil its statutory duty and to publish the report before the deadline of 31st October 2017.

Comments of Chief Financial Officer

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

Comments of Monitoring Officer

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

Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. The Improvement Plan 2016-18, gives clarity of vision which should help employees, managers and stakeholders understand our corporate priorities, how they are being assessed and what this means for individuals.

The Improvement Plan 2016-18 demonstrates the council's commitment to improving the lives of citizens and also plays a part in the council's contribution to the Wellbeing of Future Generations (Wales) Act 2015, the Sustainable Development Principle has been considered during the development of the plan and its objectives. The improvement objectives will also contribute to the council's wellbeing objectives which form the basis of the Corporate Plan 2017. Ultimately they will add value to the council's contribution to the Wellbeing Goals for Wales, ensuring that the needs of current generations are met without compromising the ability to meet the needs of future generations.

Comments of Cabinet Member

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

Local issues

No local issues.

Scrutiny Committees

Street Scene, Regeneration and Safety Scrutiny Committee, Draft Improvement Plan 2016-18

Community Planning and Development Scrutiny, Draft Improvement Plan 2016-18

Learning, Caring and Leisure Scrutiny Committee, Draft Improvement Plan 2016-18

Equalities Impact Assessment and the Equalities Act 2010

An EIA was completed for the Improvement Plan 2016/17

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, consultation on planning applications and appeals is open to all of our citizens regardless of their age. Depending on the scale of the proposed development, applications are publicised via letters to neighbouring occupiers, site notices, press notices and/or social media. People replying to consultations are not required to provide their age or any other personal data, and therefore this data is not held or recorded in any way, and responses are not separated out by age.

Wellbeing of Future Generations (Wales) Act 2015

The Wellbeing of Future Generations Act 2015 came into force in April 2016, this sets the context for the move towards long term planning of services.

The Improvement Plan objectives directly contribute to each of the council's well-being objectives and the overall well-being goals for Wales.

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

	A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales	
To build cohesive and sustainable communities	A more equal Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales	3 - Ensuring people have access to suitable accommodation 8 – Preventing Offending and Re-offending of young people 4 – City Regeneration and Development

Crime and Disorder Act 1998

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

Consultation

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

Background Papers

Council Report “Corporate Plan 2012-2017” (25/09/12)

Cabinet Report: Improvement Plan Priorities 2016-18

Street Scene, Regeneration and Safety Scrutiny Committee, Draft Improvement Plan 2016-18

Community Planning and Development Scrutiny, Draft Improvement Plan 2016-18

Learning, Caring and Leisure Scrutiny Committee, Draft Improvement Plan 2016-18

Performance Board, Draft Improvement Plan 2016-18

Cabinet Report: Improvement Plan 2016-18

Cabinet Report: Improvement Plan Quarter 1 Update (17/09/16)

Cabinet Report: Improvement Plan Quarter 2 Update (01/12/16)

Council Report: Improvement Plan Review for 2017-18 (23/01/17)

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

Cabinet Report: Improvement Plan Quarter 4 Update (14/06/17)

Cabinet Report: Improvement Plan Year End Review (13/09/17)

Dated:

Annual Review of the Improvement Plan 2016-18

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Summary

The following report outlines progress the council has made in the first year against achieving the goals set out in the 2016-18 Improvement Plan.

The 2016-18 Improvement Plan was based on the key themes that form the Corporate Plan 2012-17; the change this year has been that there are eight Improvement Objectives spread across the themes and the Improvement Plan is set for a two year period. The performance for each objective is summarised below.

The 2016-18 Plan has been successful during the first year and has achieved an overall rating of good – green. Despite an ever increasing drive to realise savings and an unprecedented internal economic climate, the Plan demonstrates solid performance. Overall progress against the Improvement Plan Objectives in 2016/17 is assessed as being 'good', with most Improvement Objectives performing well. A key area of excellent progress is 'Ensuring people have the right social services to meet their needs'.

Each of the eight Improvement Plan objectives is linked to a Corporate Plan theme as listed below:

Corporate Plan theme: A Caring City

1. Improving independent living for older people
2. Ensuring people have the right social services to meet their needs

Corporate Plan theme: A Fairer City

3. Ensuring people have access to suitable accommodation

Corporate Plan theme: A Learning & Working City

4. City regeneration and development
5. Supporting young people into education, employment or training
6. Ensuring the best education outcomes for children

Corporate Plan theme: A Greener and Healthier City

7. Increasing recycling

Corporate Plan theme: A Safer City

8. Improving outcomes for youth justice

Progress against objectives

The following outlines the progress made in each of the objectives as listed under their Corporate Plan theme.

Newport is a Caring City

1. Improving independent living for older people – Acceptable - Amber

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

This objective is rated amber – acceptable; There has been a positive improvement overall, all actions are on track; however, there are 2 red measures.

2. Ensuring people have the right social services to meet their needs – Excellent – Green Star

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

This objective is rated Green Star - excellent; All actions and measures are on track.

Newport is a Fairer City

3. Ensuring people have access to suitable accommodation – Good – Green

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

This objective is rated green - good; All actions are on track, good progress has been made throughout the year.

Newport is a Learning and Working City

4. Developing and regenerating the City – Good – Green

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

This objective is rated green - good; All actions are on track, good progress has been made throughout the year.

5. Supporting young people into education, employment or training – Good - Green

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

This objective is rated green - good; All actions are on track, good progress has been made throughout the year.

6. Ensuring the best educational outcomes for children – Good - Green

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

This objective is rated as green - good; All actions are on track, good progress has been made throughout the year.

Newport is a Greener and Healthier City

7. Increasing recycling – Good - Green

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

This objective is rated as green - good; All actions are on track, good progress has been made throughout the year.

Newport is a Safer City

8. Improving outcomes for youth justice- Acceptable - Amber

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

This objective is rated amber – acceptable; There has been a positive improvement overall, however, some actions are falling short of planned outcomes and there are 3 red measures.

Summary Table of Progress Against Improvement Plan Objectives

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

National Measures summary

In 2016/17 there were 46 National Measures, these include Public Accountability Measures (PAMs) and Social Service Performance Measures (SSPMs). The points below highlight the council's performance in 2016/17 for the national measures overall:

- 45.6% of national measures have performed better than target
- 48% of national measures have performed better than last year (25 measures with comparable data)

All Wales data for 2016/17 will be provided in a separate report once the data has been released by the Data Unit Wales. All Wales data is due to be released 13th September 2017.

WAO proposals for improvement

During 2013/14 the council received its Corporate Assessment from the Wales Audit Office (WAO) containing six recommendations for action. Progress has been made towards delivering the Wales Audit Office proposals for improvement and recommendations.

The WAO returned to conduct a follow-up review of the Corporate Assessment 2014/15, this resulted in removal and revisions to the original recommendations and PFIs and the addition of a recommendation. A further review of the Corporate Assessment was carried out by the WAO in 2015/16; this reduced the number of recommendations from 7 to 4 which shows that the council has improved despite continuing financial and legislative pressures.

Additional detail on these actions can be found at the end of this report.

Links and further information:

[Improvement Plan 2016-18](#)

[Improvement Plan Summary 2016-18](#)

[Corporate Plan 2012-2017](#)

[Performance Management webpages](#)

Have your say

Newport City Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this Improvement Plan review please contact:

Corporate Performance Team
Newport City Council
Civic Centre
Newport
NP20 4UR





Email: performance.management@newport.gov.uk










Telephone: 01633 656656

Improvement Objectives in Detail

This section discusses the Improvement Objectives in more detail. An overall assessment of each of the objectives has been made based on the following:

An overall evaluation of progress is made using the following criteria.

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

- Key for measure RAG status**
-  Green - on target
 -  Amber - slightly short of target (15% tolerance)
 -  Red - off target (over 15% away)
 -  Pink - Data missing/ not available
 -  Yellow - no target set
 - DoT - Direction of Travel, up arrows indicate bigger values are better, down arrows indicate smaller values are better
 -  Black - performance remains the same
 -  Green Ticks - performance has improved
 -  Red Crosses - performance has declined
 -  >> New measure – no comparable data

Improvement Objective 1

IP1 Improving independent living for older people

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

Overall Judgement

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

Key for Measures

- ★ Green - on target
- Amber - slightly short of target
- ▲ Red - off target

Measures

	to Mar 2017							Period Performance
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago	DoT	Wales Average (YTD)	Perf. v Wales Average (YTD)	
ACS/20a reablement reduced package of care and support (M)	40.0%	65.0%	▲		»		!	
ACS/20b reablement no package of care and support (IP1d) (A)	77.8%	40.0%	★		»		!	
ACS/23b Adults who received advice and assistance no repeat contact (over 75) (IP1e) (A)	40.3%	50.0%	▲		»		!	
CCAS/L/026 OT Assessments & Reviews (IP) % (M)	84.1%	85.0%	●	93.3%	✓		!	
SSL/015 telecare package # (IP1a) (M)	1,113	1,000	★	893	✓		!	

Actions

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

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

Improvement Objective 2

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

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

Overall Judgement

Mar 2017		
Actual	Performance	Comments
Green Star - Excellent	★	<p>This objective consists of 4 measures,</p> <p>Adult Protection is green - 7.8% above target</p> <p>DTOC is green - operating at 1.96 per 1000 aged over 75 of the population - The target at the end of March is 4. Currently under the target demonstrating good performance.</p> <p>Number of integrated assessments completed per month is green - the target is 40 per month and is cumulative. The target for the end of quarter 4 is 480 and we have completed 1,386.</p> <p>This figure has been unusually inflated because of the requirements of the Social Services & Well Being Act that required new assessments to be completed to enable the new care & support plans to be recorded on the system.</p> <p>Number of assessments for carers is a quarterly report - currently green - the cumulative target for the end of quarter 4 is 80 and we have achieved 101.</p>

Measures

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

	Mar 2017							Period Performance
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
ACS/18 The percentage of adult protection enquiries completed within 7 days (SSPM, IP2) (M)	97.8%	90.0%	☆		?		!	
ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)	2.04	4.00	☆	4.29	✖	58.44	☆	<p>Measure 19 - Delayed Transfer of Care</p> <p>This measure has been updated with the figures from April 2016 to March 2017 as provided by Stats Wales.</p> <p>However the final verified figure will be post populated by WG after the final submission date of 31/05/2017.</p> <p>In Phase will be updated to reflect the validated WG figure once available.</p>
ACS/L/24 Number of assessments of need for support for carers (IP2) (Q)	157.00	80.00	☆		?	n/e	n/e	<p>When this PI data was collected for Q1 to Q4 the guidance was not clear hence only clients with Carers specialist assessments were counted. At end of year on the return documentation cares with a proportionate assessment should also be included.</p> <p>Hence there were a further 56 identified carers proportionate assessments which took place in the year. These 56 have been added to the Q4 figure to ensure the NCC figure is in line with the data sent to WG.</p>
CCAS/L/027 Number of integrated assessments completed per month (IP2) (M)	1,386	480	☆		?		!	

Actions

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

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

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

Improvement Objective 3

IP3 Ensuring people have access to suitable accommodation

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

Overall Judgement

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

Measures

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

	to Mar 2017							
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
PAM/012 (RIH/L/044) The percentage of households for whom homelessness was prevented (Q) (PAM, IP3)	49%	50%	●		»		!	
PAM/015a (PSR/002) Adapt'ns DFG days delivery avg. (HY) (PAM, IP3, SP)	186	238	★	216	↓	241	★	Mar 2017 Progress on this measure is reported half-yearly
PAM/015b (PSR/006) Ave days non-DFG minor adapt'ns (HY) (IP3)	21	19	●	15	↓		!	Mar 2017 Progress on this measure is reported half-yearly
PLA/006 Provision of affordable housing units % (A) (NSI, PAM, SP)	22%	27%	▲	26%	↓	36%	▲	Mar 2017 Keir Duffin - Additional resource within Housing Development and Strategy would not assist an increase of the indicator to the next quartile due to such significant external factors such as land prices and affordability calculations.
RIH/L/043 No. people approaching authority for housing advice and assistance (Q) (IP3b)	2,143	2,600	★		?		!	

Actions

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

	Mar 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 3.1 To secure additional units of affordable housing and bring empty private homes back into use</p>	●	<p>The affordable housing element is likely to become more challenging over the coming years due to the success of the private sector housing market in Newport and improvement to the transport infrastructure. NCC and partners will need to consider all possible statutory powers in order to get close to expected targets.</p> <p>Action to return empty homes to use relies mainly on voluntary collaboration with owners; capacity within the housing team to engage with owners and provide information, advice and support is currently very limited.</p>	<p>The council's empty homes strategy will be reviewed during the first half of 2017/18 and options set out for future action on empty homes.</p>
<p>✓ IP 3.2 To minimise the waiting times for major and minor adaptations</p>	★	<p>This Q4 update confirms that the significant improvement that has been achieved over recent years in waiting times for adaptations has been sustained.</p>	<p>The Private Sector Housing team is currently reviewing its tendering arrangements and will be introducing an 'e-tendering' process to realise potential for further delivery time improvements.</p>
<p>✓ IP 3.3 To prevent people becoming homeless whenever we can</p>	●	<p>Homelessness prevention is a key activity within the housing service with well-established interventions that are proving effective in tackling and alleviating homelessness. There are continuing pressures however in maintaining service delivery and continuing to meet the target: the reluctance of a growing number of private landlords to accept individuals on benefits or a low income due to the perceived financial risk; many agents will only accept individuals with a guarantor in place the increase in rental costs and the gap between the LHA rate paid through Housing Benefit and the contractual rent continued pressures around welfare reform cuts and the subsequent financial pressures on households the increase in clients presenting with multiple and complex needs</p>	<p>We need to continue delivering prevention services within the parameters of the statutory framework set out in the Housing (Wales) Act 2014 but also to consider other options to assist in seeking to manage homelessness more effectively. These will be considered during the course of the next year and a full review of homelessness will be undertaken with a view to the development of a citywide homelessness strategy during 2018 based on the findings of the review.</p>

Improvement Objective 4

IP4 City Regeneration and Development

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

Overall Judgement

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

Measures

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

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

Actions

Key for Actions

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

	Mar 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 4.1 Deliver VVP Programme</p>	★	<p>The delivery of the programme remains largely on track. Properties at 1-6 Commercial Road, the 'missing link' between the Pill EDRF regeneration area completed in 2015 and the core city centre, have enjoyed a full refurbishment. In addition, despite significant delays a new public realm area in this vicinity at the lower end of Commercial Street, which will allow events to be hosted for the first time in this part of the city. Works progress at the ambitious scheme to complete the redevelopment of Griffin Island above the High Street. These works have been undertaken through a combination of the core VVP award and the recycling of the loan facility extended to the King's Hotel development in Years 1 & 2. Unfortunately, the flagship scheme to redevelop 123-129 Commercial Street in partnership with the Pobl Group has identified a significant funding gap requiring further negotiation with Welsh Government in order that it can proceed. .</p>	<p>To claim down final amounts of VVP grant available in addition to funding recycled through the King's Hotel loan in accordance with programme aims and objectives. To ensure all programme outputs and evaluation are completed post programme end, and negotiate with Welsh Government to ensure the key scheme at 123-129 Commercial Street goes ahead.</p>
<p>✓ IP 4.2 Provision of coherent business support</p>	★	<p>On-going activity through the business support service has been augmented through additional VVP revenue to generate and safeguard additional job opportunities. The majority of jobs created reflect new retail or leisure businesses opening in the city centre, with further opportunities provided through construction work as a result of VVP programme delivery.</p>	<p>To continue agreed programme of business support activity within the city centre and ensure any legacy VVP development proceeds whilst ensuring local people are linked to opportunities in construction generated. To build in community benefit to all future procurement arising around Market Arcade.</p>
<p>✓ IP 4.3 Commercial floor space developed</p>	★	<p>A total of 685 sq m of commercial floor space in the city centre was improved in Q4 via completion of schemes at 137 Commercial Street, 1-6 Commercial Road, and numerous properties on Cardiff Road. This brings the total square meters improved over the year through completed schemes to 2185.</p>	<p>Capital activity will likely slow in terms of floor space refurbishment in the absence of a successor programme to VVP but the regeneration team will use this hiatus to identify and develop the next phase of projects in the city centre.</p>

Improvement Objective 5

IP5 Supporting young people into education, employment or training

Lead Cabinet Member

▪ Cabinet Member for Education and Skills

Lead Officer

▪ Head of Regeneration, Investment and Housing

Overall Judgement

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

Measures

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

	Mar 2017							Period Performance
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
EDU/L/067 (RIH/L/048) % young people recorded as unknown following compulsory education (A) (IP5)	0.07	0.50	★		?		!	
NEET\01 Number of young people accessing children and YP skills project (IP5) (Q)	1,204	1,000	★	1,086	✓		!	
NEET\09 % 16 - 18 yr olds not in education, employ or training (IP5) (A)	4.2%	10.0%	★	4.0%	✓		!	
NEET\11 % Young people NEET Year 13 (IP5) (A)	2.4%	4.0%	★	2.4%	✓		!	
PAM/009 Young people % NEET Year 11 (PAM, IP5) (A)	1.7%	3.5%	★	3.1%	✓		!	
RIH/L/045 Number of 16-17 year old entrants into Work Based Learning Academy (Q) (IP5)	159	150	★		?		!	
RIH/L/046 Number of 18-24 year old entrants into Work Based Learning Academy (Q) (IP5)	304	350	●		?		!	The year to date actual is demonstrating a figure of 76, however the quarterly totals are demonstrating an annual total of 304 against the target of 88. The target is on track.
RIH/L/049 Number of 16-17 year olds progressing from WBLA to further opportunity (Q) (IP5)	120	123	●		?		!	
RIH/L/050 Number of 18-24 year olds progressing from WBLA to further opportunity (Q) (IP5)	181	175	★		?		!	

Actions

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

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

<p>✓ IP 5.04 Communities First NEET engagement project</p>	<p>● The new NEET programme has been developed and SLA have been agreed. Qtr 1 of the new year will see the new programme that will concentrate more on delivering qualifications rather than just engagement.</p>	<p>Qtr 1 will see the launch of the new programmes, planning to deliver 1 programme by the end of the quarter. the new programme will deliver community involvement projects and qualifications/ skills for employment.</p>
<p>✓ IP 5.05 Deliver Communities 4 Work programme</p>	<p>● C4W staff have been working with their current case loads to support people to gain employment, WG have recognised the difficulties in engaging with the targeted customer group and will therefore be re profiling the targets for the programme.</p>	<p>This quarter we will be re profiling the programme with WG. The team will continue to work with existing case loads until the new profiles have been confirmed.</p>
<p>✓ IP 5.06 Direct work with Careers Wales</p>	<p>★ Direct work is carried out with Careers Wales to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16 and 17 year old people learning opportunities to enable them to re-engage into education and training opportunities.</p> <p>YEPP Officer in place for data analysis. Data analysis is carried out and reported on for all young people in the 5 tier model.</p>	<p>This work will continue and the funding is in place for the YEPP Officer.</p>
<p>✓ IP 5.07 Working with providers of education</p>	<p>★ This is maintained through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>Work is also monitored through the Deputy Curriculum group where the YEPP Coordinator is a member.</p> <p>Continued work with Coleg Gwent to ensure appropriate provision.</p>	<p>This will be continued through the Pre 16 NEET group, the 16-18 practitioner group and the Learning Provider Network.</p> <p>The YEPP coordinator will work with Heads of Key Stage 4 and 5 to ensure appropriate progression routes and refer onto other providers when necessary.</p>
<p>✓ IP 5.08 Develop and deliver specific employability programmes</p>	<p>★ Appointment of the consultant to carry out a skills sector analysis in the city has been completed and consultations have begun. We have supported the Celtic Manor in recruiting to 4 vacancies and will continue to provide relevant candidates for employment opportunities. Inspire 2 Work has now been approved and will begin delivery in qtr 1 of next year. Dialogue has begun with SISK group who are the developer of the ICC and recruitment requirements are being addressed.</p>	<p>Continue to work with partners such as the Celtic Manor to support recruitment needs, working with SISK and Costain to support recruitment requirements for their projects. Also working with colleagues in business support to provide help to SISK and Costain in creating local supply chains. Launched 12W, will see first referrals into the programme during qtr 1.</p>
<p>✓ IP 5.09 Map provision for young people</p>	<p>★ The YEPP Coordinator has coordinated with Barnardos and planned the pieces of work. The work has begun with focus groups carried out with professionals and young people.</p>	<p>This work will continue and will be complete by July. It will be reported back to the Youth Support Services Board.</p>

<p>IP 5.10 Meet regularly with <input checked="" type="checkbox"/> Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent</p>	<p>★ Monthly meetings are carried out with the following groups:</p> <p>16 to 18 practitioner group which the YEPF Coordinator chairs and all young people who are unable to engage in education, employment or training are allocated a Lead Worker. Learning Provider Network which is chaired by the YEPF Coordinator. Tier 1 allocation meeting Curriculum Deputies</p> <p>The Pre 16 NEET group meets once a term with Senior Management in attendance from all Schools. The Assistant Head of Education chairs this meeting. These meetings ensure that young people at risk of becoming NEET in providers are identified early and support can be put in place.</p>	<p>Continuation of these meetings.</p>
<p><input checked="" type="checkbox"/> IP 5.11 Ensure there is a focus on the statutory responsibilities</p>	<p>★ The YEPF Coordinator and Accountable Officer for the YEPF continues to report to the Youth Support Services Board and Cabinet Member for Skills and Work. The sufficiency audit from Barnardo's will ensure the focus.</p>	<p>Feedback to both the Youth Support Services Board and Cabinet Members will continue. Recommendations from the sufficiency Audit will also be considered by the Youth Support Services Board.</p>

Improvement Objective 6

IP6 Ensuring the best educational outcomes for children

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

Overall Judgement

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

Key for Measures

- ★ Green - on target
- Amber - slightly short of target
- ▲ Red - off target

Measures

	Mar 2017							
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	Period Performance
EDU/010b) (N) Pupils fixed excl'ns secondary days #	1,607	2,052	n/a	2,167	✓		n/a	
EDU/L/061 Percentage of FSM pupils achieving Level 2 Inclusive (A) (IP6)	36.33	28.50	★		?		!	
EDU/L/062 Pupils achieving Level 2 Maths (A) (IP6)	63.73	61.70	★		?		!	
EDU/L/063 Pupils achieving Level 2 English (A) (IP6)	68.49	68.00	★		?		!	
PAM/005 (EDU/004) % pupils achieving the expected CSI outcome at the end of KS3 (PAM, IP6) (A)	83.4%	82.1%	★	81.6%	✓	84.1%	●	
PAM/006 (EDU/017) Pupils achieving level 2 threshold inc English & Maths % (PAM, IP6) (A)	58.4%	55.2%	★	54.2%	✓	58.3%	★	
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.5%	94.6%	●	94.5%	✓	95.0%	●	
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.3%	93.2%	★	100.0%	✓	93.9%	●	

Actions

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

	Mar 2017		
	Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 6.1 Improve the number of pupils achieving the expected level in the Key Stage 3 Core Subject Ind</p>	<p>☆</p>	<p>The LA and EAS will have agreed a Business Plan for 2017-18 to secure further improvement in pupil attainment. Schools have submitted 'progress towards targets' on a termly basis. Schools with noticeable gaps between progress towards targets and their agreed targets have been supported and challenged in a timely fashion. Amber and Red Newport secondary schools have met each half term to monitor their agreed targets and action plans via Local Authority led EIB's</p>	<p>Individual school and cluster moderation will take place to determine and secure the validity of Teacher Assessment at Key Stage 3. Moderation reports will be fed back to school to improve and refine processes for 2017-18.</p> <p>Year 11 learners will continue to receive intensive support for external exams.</p> <p>There is a specific focus on target setting for current year 8 and 10 pupils (to ensure appropriate pupil outcomes are realised at the end of Key Stage 3 and 4).</p>
<p>✓ IP 6.2 Improve Primary & Secondary Attendance</p>	<p>☆</p>	<p>A media campaign based on Newport Transport buses was launched to promote school attendance. SIMS Discovery software was offered to all Newport Schools and two training sessions were provided. The "Protocol for Schools with Lower than Expected Rates of Attendance" was approved by the Cabinet Member for Education and Young People then issued to schools. A termly attendance forum was held including presentations by a Caerphilly Primary and Secondary school who have demonstrated a significant increase in attendance in recent years. An annual review of school attendance was prepared and issued to Newport schools.</p>	<p>A truancy sweep will be enacted in partnership with Gwent Police.</p> <p>A termly attendance forum will be held including presentations from Newport Secondary Schools to share good practice.</p> <p>The Protocol for Schools with Lower than Expected Rates of Attendance will be enacted through Step 1 meetings, follow up to Step 1 meetings and Education Improvement Board meetings.</p> <p>A South East Wales Consortium (SEWC) regional attendance strategy will be presented to SEWC Directors for consideration by the Assistant Head of Education in Newport.</p> <p>A SEWC attendance data sharing protocol will be established to support regional identification of schools with high rates of attendance in order to aide sharing of best practice.</p>

<p>✓ IP 6.3 Reduce pupil exclusions</p>	<p>★</p>	<p>The Assistant Head of Education has attended some cluster meetings to discuss primary managed moves. One primary managed move has taken place with successful outcome. Primaries with highest rate of exclusions have received monitoring visits and support from Assistant Head of Education -Inclusion and ALN team</p>	<p>Remainder of cluster meetings will take place to discuss primary Managed Moves.</p> <p>Further primaries with increased exclusions will receive exclusion monitoring visits from AHoE and CIA Behaviour.</p> <p>An in-depth exclusion data profile has been created for both primary and secondary schools showing the last 3 years data and aligned with the Welsh Government requirements. This will be shared with Every Child Group.</p> <p>The PRU will have an exclusion monitoring visit from CIA Behaviour</p> <p>The review of ALN provision across the city will continue and a new structure for the PRU will be finalised by the working parties.</p>
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Improvement Objective 7

IP7 Increasing recycling

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

Overall Judgement

Mar 2017		
Actual	Performance	Comments
Green - Good	★	The overall judgement for this objective is Green-Good; diversion of waste from Landfill keeps progressing better than expected and recycling performance for 16/17 is very good, so even if results for Q4 in terms of performance have been lower (mostly due to very low amounts of green waste being collected over the winter), the overall result for the year has been 61.4%. We have also had some positive results in terms of reduction of residual waste linked to the Bettws trial. All the planned activities have progressed according to plan, with the only amber area being the HWRC performance; this is due to an increase in the amount of residual waste being collected and a significant reduction in the amount of rubble (DIY waste) material collected through the site during the last part of the year. This combined with lower amounts of some recyclable materials being collected during Q3 due to their seasonal nature (green waste, wood) results in a poor recycling performance for the HWRC. This remains a challenging area due to there being only 1 HWRC with very high usage which makes monitoring and enforcement of restrictions very difficult.

Measures

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

	Mar 2017							Period Performance
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago (YTD)	DoT 1 year ago (YTD)	Wales Average (YTD)	Perf. v Wales Average (YTD)	
PAM/030 (WMT/010 WMT/009b) Municipal waste reused, recycled and composted (PAM, IP7) (Q)	61.40%	58.00%	★	57.14%	✔	60.19%	★	PI value has been updated today following an update from the Waste Data Flow system, as 22 tonnes of material had to be added to the total figures, which involved minor changes to the total figures initially reported. This change came as a request from the Natural Resources Wales team in charge of validating the figures
PAM/031 (WMT/004b) Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)	7.79%	18.00%	★	23.64%	✔	18.14%	★	PI value has been updated today following an update from the Waste Data Flow system, as 22 tonnes of material had to be added to the total figures, which involved minor changes to the total figures initially reported. This change came as a request from the Natural Resources Wales team in charge of validating the figures
STR/L/018 % of municipal waste recycled at the HWRC (IP7) (Q)	56.91%	65.00%	●	62.92%	✔		!	
STR/L/021 trial exercise to reduce residual waste (Q) (IP7e)	59	25	★		?		!	

Actions

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

		Mar 2017		
		Performance	IP Progress Update	IP Activity Planned
<p>✓ IP 7.1 To improve the recycling services</p>	★	<p>Improved recycling collections</p> <p>Q4 has seen the end of the cardboard roll out right by the end of March. Now 100% of the households are on the red bag scheme and we will be able to have a full year monitoring period during 17/18. A comparative of the tonnage data for 16/17 and 15/16 shows an increase of 5.8% in the amount of cardboard collected which is a very positive results that hopefully will be also achieved or improved during 17/18.</p> <p>Trial in Bettws flats to reduce residual waste</p> <p>As a result of the operational issues experienced during Q3, meetings between Wastesavers, NCH and NCC have been held and an action plan to engage with residents was agreed. The plan involved a communications campaign, engagement through doorknockers and an open day at Wastesavers depot. A pilot scheme is also going on in a block of flats, where the refuse containers have been changed from communal bins per block to individual bins so residents can take ownerships of the waste generated and presented for collection. The new flats vehicle and additional bins for flats have also been delivered.</p> <p>Doorknocking campaign</p> <p>During Q4 we delivered the final part of the doorknocking campaign and final phases of communications campaign linked to the cardboard roll out; our recycling advisors also helped with the communications campaign in the Bettws flats areas. Once finished we have gathered all the participation monitoring data and analysed the results, which show an increase in participation of 2.88% overall, exceeding the initial target of 2%.</p> <p>HWRC improvements</p>	<p>Once the cardboard roll out has been completed, we have entered the monitoring phase so planned activities centre on keeping with the monthly contract management meetings and monitoring of tonnage and operational indicators to see if the increase in recycling turns into a reality. An important part of this will also be analysing the resident's response in terms of issues or complaints, so a close monitoring of the recycling service will be carried out. We will also aim to keep improving the recycling activity in areas of flats; after the last actions together with NCH in the Bewtts area, during Q1 there will be some follow up discussions and aim is to be able to extend the same measures to other areas across the City, so a proposal of actions in other areas that can be implemented during 17/18 will be presented at Waste Board. As a follow up of the staff assessments carried out during Q4 in 16/17, training sessions and visits to other HWRCs that are good practice examples will be arranged during Q1 of 17/18, with the aim of improving performance at Newport's HWRC. Final works to install the cardboard compactor and webcam are also expected shortly. The Council is also currently working on preparing and implementing a new Waste Strategy that will pave the way to meet the different recycling targets from now to 2025. The aim is to have a final draft that can be approved during 17/18, and to start working on some of the proposals linked to the House Waste Recycling Centre and trade services during 2017/2018.</p>	

		<p>During Q4 all planned all planned activities have carried out according to plan: the reuse shop has been extended and new signage is in place. Also, a webcam and the new cardboard compactor have been ordered and we are waiting for them to be installed shortly. Also, a skill assessment for the HWRC staff has been conducted.</p>	
<p><input checked="" type="checkbox"/> IP 7.2 To divert all household and trade refuse waste collected by the council</p>	<p>★</p>	<p>During Q4 we continued with the activity same as in previous quarters with the aim to divert as much waste as possible from landfill. There was no down time at the facility so overall amount of waste sent to EfW (Energy from Waste) during the quarter (7,072) was slightly higher than the target (6,600), which helped to get additional recycling tonnage through recycling of incineration bottom ash.</p>	<p>Diversion of waste from landfill will continue in the same fashion as in 16/17, by sending the household refuse waste to the Energy from Waste facility located in Cardiff</p>

Improvement Objective 8

IP8 Improving outcomes for youth justice

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

Overall Judgement

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

Measures

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

	Mar 2017							Period Performance
	Actual (YTD)	Target (YTD)	Performance (YTD)	Actual 1 year ago	DoT	Wales Average (YTD)	Perf. v Wales Average (YTD)	
YJ/L11 Percentage of young people referred for community resolution (M) (IP8a)	42.6%	30.0%	☆		»		!	
YJ/L12 Percentage of young people referred to Newport Bureau for Out of Court Disposals (M) (IP8b)	23.0%	15.0%	☆		»		!	
YJ/L16 Young people with substance misuse needs access services (M) (IP8f)	75.6%	80.0%	●		»		!	Performance in this area has improved this month. 2 of the 10 closed cases were referred to the SMW and both commenced assessment and treatment interventions within timescales.
YJ/L18 % Young People Out of Court Disposals Re-offend within 12 mnths	24%	30%	☆		»		!	
YJ/L19 % Young people statutory orders who re-offend within 12 mnths	46.0%	45.0%	●		»		!	Despite performance being slightly outside target for the year, it must be stated that the number of young in the re-offending cohorts in this area are quite small. This is largely due to small numbers of young people receiving a Court Order in 2015/16 as young people were being diverted via an Out of Court Disposal route. Those being left within the court system are highly complex cases and are more likely to re-offend.
YJ/L20 Av hours education, training or employment (M) (IP8j)	18.2	17.5	☆		»		!	
YJ/L13 Number of first time entrants into youth justice system (M) (IP8c)	55	50	●		»		!	Again we see an increase in the number of FTE's this month, as more young people are committing serious crime, offences of which include, motoring offences, drugs offences, violence against the person, domestic burglary and theft. Despite this impacting on performance it must be stated that we cannot control the level of workload and complexities of cases coming through to the YOS.
YJ/L14 Proportion of young people sentenced to custody (M) (IP8d)	12	15	☆		»		!	

Actions

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

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

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

Equalities and the Welsh language

Equalities

In March 2016, a new Strategic Equality Plan (SEP) was published by Newport City Council identifying nine equality objectives that the authority would measure itself against over the next four years.

In the past 12 months we have made positive progress towards meeting our equality objectives and evidence some of the hard work that have been carried out to promote equality of opportunity for all. The [Strategic Equalities Plan Annual Report](#) was approved by Cabinet in June 2017. It reflects the work that has been carried out in the previous year and identifies priorities for the coming years.

The Fairness and Equality Impact Assessments (FEIAs) have been reviewed to ensure that statutory requirements and other policy considerations such as the Welsh language, Fairness and the Well-being of Future Generations Act are appropriately reflected in our decision making processes. Consultation with the public, and subsequent FEIAs, was a key priority in the budget setting process for the 2017-2018 budget.

The Strategic Equalities Group (SEG) has been reconvened and have met regularly throughout the year to take a strategic lead on the implementation of the equalities agenda as well as monitor the delivery of the SEP. The SEG is chaired by the Cabinet Member for Finance and Resources and has representation from elected members, Fairness Commission and officers.

Welsh

This year (2016/17) has been the first full year of implementing the majority of the Welsh Language Standards which came to force on the 30th of March 2016.

The [Welsh Language Annual Monitoring Report](#) was approved by Cabinet in June 2017 and reflects on the substantial progress made in the last year, and the work identified for the coming years.

The implementation of the Welsh Language Standards continues to remain on the council's Risk Register however the risk level has now been reduced to Medium Risk.

In order to mitigate the level of risk, we have implemented the Standards in a systematic way, with resources identified for translation and roll-out of the Standards. To improve accountability, the Welsh Language Implementation Group, which has representation from all services; meets monthly and also reports progress to the Strategic Equalities group (see above).

We have consulted on a 5 Year Welsh Language Plan for Newport and feedback received indicate that residents value the language and are in favour of services and education being made available in the medium of Welsh for those who request for it. Council approved the 5 year Plan in March 2017 and we will be working with local partners to implement the Plan in the coming years.

Corporate Complaints and Compliments

Complaints

2016/2017 is the sixth consecutive year where the number of informal (stage 1) complaints received has decreased since recording of the corporate process began in 2011.

This reduction in informal complaints received could be interpreted in a number of ways:

- There are fewer services now provided by the council.

- There may be an overall improvement in the quality and timeliness of service provision so customers do not wish to make as many complaints.
- There may be an overall improvement in communications so customers have a better understanding about the services that the council does and does not supply; therefore the services provided meet their expectation.
- Initial complaints are being dealt with by the service area (as per the policy) but are not being recorded centrally on CRM.

Stage 2 complaints decreased slightly compared to the previous year, down from 34 to 30. This may indicate that;

- Customers are receiving a better service and response when they are raising informal complaints, meaning that customers are satisfied with the council's first attempt to resolve the complaint.
- Officers have become better at responding to informal complaints, with quality responses provided in a timely way.

Some of the formal (Stage 2) complaints received were raised due to failure to respond, or delays in responding to informal (Stage 1) complaints. This was the reason given for 36% of the Stage 2 complaints the council dealt with.

Reviewing the reasons for the remaining Stage 2 complaints indicates that, where customers had already received a response, Stage 2 complaints from customers were because they were unhappy with the outcome and response they received at Stage 1 – however when reviewed by a senior officer none of the outcomes at Stage 1 were amended due to any new findings.

The number of complaints that customers submitted to the Ombudsman following the two-step process increased significantly year on year, from 9 to 28. The Ombudsman has recently issued tighter deadlines for organisations to respond to their enquiries within 1 week. Although the council has been able to negotiate longer response times when appropriate, these stringent timescales represent an increased pressure on limited resource. This has been communicated to the Ombudsman as part of the all-Wales Complaints Forum at which the council has representation.

Of the 297 complaints received, 27 were closed or cancelled as they were not complaints. This may have been because an initial request for service had not been submitted first, or because there was an appeal process to follow instead.

44 complaints remain open at this time, leaving 253 complaints that were reviewed and investigated as appropriate. Following review and investigation, 101 complaints were upheld and a further 52 complaints were partially upheld. 86 complaints received were not upheld.

Proportionally the percentage of total complaints not upheld is slightly less than the previous year (33% down to 27%). The percentage of the total complaints received that were fully or partially upheld has increased from 38% in 2015/2016 to 49% in 2016/2017.

Compliments

A total of 127 compliments were recorded in 2016/2017, the annual total was only one less than the 128 received in the previous year. In balance the service areas that receive the most complaints are also the areas that received the most compliments as they are the most visible frontline services.

Streetscene and City Services account for almost all compliments received – this is in part due to the high visibility of these services to the public. The compliments recorded for Streetscene are largely due to swift action taken as a response to a customer request. Customer Services received most of their compliments for the helpful and pleasant nature of staff providing an efficient and friendly service.

Law and Regulation also receive many compliments for the work that the Registrars carry out.

Partnership work and collaboration

Newport City Council is committed to working in partnership on a number of service delivery areas with a variety of partners, in 2016/17 the council collaborated extensively with other partners and stakeholders across service areas.

The Well-being of Future Generations (Wales) Act 2015 established the Public Services Board – One Newport. The members of the board and papers for the year can be found on the [One Newport](#) website, this year the PSB have developed the well-being assessment for Newport with partners and are in the process of developing the Well-being Plan.

The One Newport Single Integrated Plan (SIP) Board oversees the delivery of the current SIP; and the council works collaboratively with a wide range of groups and organisations including NEETS groups, Financial Inclusion Forum, Hate Crime Forum, PREVENT to tackle extremism; the Community Cohesion Group; Armed Forces Forum, SE Wales adoption service; the SE Wales safeguarding children board; Gwent Safeguarding Adults Forum; Employability and Skills Group, Prosiect Gwyrdd; Domestic Abuse forum; Newport Schools Admissions Forum; Regional Welsh Education Forum; All Wales Education Safeguarding Group. The partners listed here provide a ‘flavour’ of the kinds of partnership and collaboration work being undertaken and it should be noted that this list is not exhaustive.

The level and range of partnership and collaboration work is significant and as such it is not possible to list every agency or stakeholder that works alongside the council. The 2016/17 published service plans reviews provide a more comprehensive compendium of those organisations that work with the council.

Please click on the link below to access the 2016/17 Service Plan Reviews

<https://intranet.corporate.newport/sites/live/Pages/Service-Plans.aspx>

Wales National Measures analysis

Target setting principles were introduced in March 2015 to help increase levels of performance when compared to other Welsh Authorities; this made our targets challenging but more meaningful at a national level. The following 3 principles were applied;

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

All Wales data for 2016/17 will be provided in a separate report once the data has been released by the Data Unit Wales. All Wales data is due to be released 13th September 2017.

Year- end actual data for all national measures can be seen in the table overleaf.

National Measures

Measure	Actual (YTD)	Target (YTD)	Perf.	Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
ACS/18 The percentage of adult protection enquiries completed within 7 days (SSPM, IP2) (M)	97.8%	90.0%	★		↗		»	?	!
ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM, IP2, SP) # (M)	2.04	4.00	★		↘		»	58.44	★
ACS/20a reablement reduced package of care and support (A) (SSPM, IP1)	40.0%	65.0%	▲		»		»	?	!
ACS/20b reablement no package of care and support (A) (SSPM, IP1)	77.8%	40.0%	★		»		»	?	!
ACS/21 Length of time (days) adults are in care homes (SSPM) (M)	817.3	1,100.0	★		↗		»	?	!
ACS/22 Average age of adults entering residential care homes (SSPM) (M)	79.3	83.5	●		↘		»	?	!
ACS/23a Adults who have received advice and assistance no repeat contact (SSPM) (A)	44.8%	50.0%	▲		»		»	?	!
ACS/23b Adults who have received advice and assistance no repeat contact (aged over 75) (SSPM, IP1)	40.3%	50.0%	▲		»		»	?	!
CAM/037 % change in av DEC score buildings over 1000sq M (A)	?	0%	?		?	0%	?	3%	?
CYP/24 PAM/028 % of assessments completed for children within statutory timescales (SSPM, PAM) (M)	95.1%	95.0%	★		↘		»	n/a	+
CYP/25 % of children supported to remain living within their family (SSPM) (M)	70.0%	65.0%	★		↗	?	!	n/a	+
CYP/26 % of looked after children returned home from care (SSPM) (M)	14.0%	15.0%	●		↗		»	n/a	+
CYP/27 % of re-registrations of children on local authority Child Protection Registers (SSPM) (M)	10.9%	3.5%	▲		↘		»	n/a	+
CYP/28 The average length of time for all children who were on the CPR during the year (SSPM) (M)	265.3	300.0	★		↘		»	n/a	+
CYP/29a % of children achieving the core subject indicator at key stage 2 (SSPM) (A)	71.4%	60.0%	★		»		»	n/a	+
CYP/29b % of children achieving the core subject indicator at key stage 4 (SSPM) (A)	7.1%	5.0%	★		»		»	n/a	+
CYP/30 % of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)	63.2%	25.0%	★		↗		»	n/a	+
CYP/31 % of children looked after who were registered with a GP within 10 working days (SSPM) (M)	89.6%	90.0%	●		↘		»	n/a	+
CYP/32 SCC/002 % of looked after children who have had 1 or more changes of school (M) (SSPM, SP)	7.95	12.00	★		↗	13.51	★	11.90	★
CYP/33 PAM/029 % of looked after children who have had 3 or more placements (M) (SSPM, PAM, SP)	9.5	9.0	●		↗	9.5	●	9.8	★
CYP/34a Care leavers who are in education, training or employment at 12 months (SSPM) (M)	50.0%	60.0%	▲		↘		»	n/a	+
CYP/34b Care leavers who are in education, training or employment at 24 months (SSPM) (M)	51.4%	60.0%	●		↘		»	n/a	+
CYP/35 % of care leavers who have experienced homelessness during the year (SSPM) (M)	10.9%	10.0%	▲		→		»	n/a	+
EDU/002 i) Leavers without qualifications % (A)	0.3%	0.2%	▲		↘	0.2%	▲	0.2%	▲

- Key for measure RAG status**
- ★ Green - on target
 - Amber - slightly short of target (15% tolerance)
 - ▲ Red - off target (over 15% away)
 - ! Pink - Data missing/ not available
 - ! Yellow - no target set
 - DoT - Direction of Travel, up arrows indicate bigger values are better, down arrows indicate smaller values are better
 - Black - performance remains the same
 - ↗ Green Ticks - performance has improved
 - ↘ Red Crosses - performance has declined

Measure	Actual (YTD)	Target (YTD)	Perf.	Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
EDU/002)ii) Leavers without Qualifications Looked After Children % (Schools) (A)	0.0%	2.0%	★	→		0.0%	●	0.5%	★
EDU/006 ii) Pupils KS3 Teacher Assessment in Welsh % (A)	0.0%	0.0%	●	→		0.0%	●	17.8%	▲
EDU/011 KS4 External Qualifications Wider Point Score (A) (IA Theme 3)	479.7	520.0	●	→	✖	514.4	●	538.6	●
EDU/015a) SEN Statements 26 wks: Inc excep % (A)	85.2%	52.0%	★	→	✓	45.7%	★	68.1%	★
EDU/015b) SEN Statements 26 wks: Excl excep % (A)	84.4%	90.0%	●	→	✓	65.0%	★	94.5%	●
PAM/001 (CHR/002) National Sickness Days lost (PAM) (A)	9.83	9.64	●	→	✓	10.13	★	10.20	★
PAM/004 (EDU/003) % pupils achieving the expected outcome at the end of KS2 (PAM) (A)	88.8%	88.9%	●	→	✖	89.3%	●	88.1%	★
PAM/005 (EDU/004) % pupils achieving the expected CSI outcome at the end of KS3 (PAM, IP6) (A)	83.4%	82.1%	★	→	✓	81.6%	★	84.1%	●
PAM/006 (EDU/017) Pupils achieving level 2 threshold inc English & Maths % (PAM, IP6) (A)	58.4%	55.2%	★	→	✓	54.2%	★	58.3%	★
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM, IP6) (A)	94.5%	94.6%	●	→	✖	94.5%	●	95.0%	●
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM, IP6) (A)	93.3%	93.2%	★	→	✖	100.0%	●	93.9%	●
PAM/010 (STS/005b) Bi-Monthly Cleanliness Insp'ns of highways & relevant land % (PAM) (BM)	95.5%	97.0%	●	→	✖	94.6%	★	96.5%	●
PAM/011 (STS/006) Response Rates For Removing Reported Fly Tipping Incidents (PAM) (M)	98.65%	97.00%	★	→	✓	94.54%	★	95.26%	★
PAM/015a (PSR/002) Adapt'ns DFG days delivery avg. (HY) (PAM, IP3, SP)	186	238	★	→	✖	216	★	241	★
PAM/016 (LCL/001b) Use of Public Library Services (Q) (PAM)	3,291.91	3,525.00	●	→	✓	3,249.48	★	1,343.50	★
PAM/017 (LCS/002b) Visits to Sport and Leisure Centres (Q) (PAM)	8,038	2,072	★	→	✓	8,258	●	2,102	★
PAM/023 (PPN/009) % Food establishments broadly compliant with food hygiene standards (PAM) (Q)	95.10%	96.00%	●	→	✓	95.64%	●	94.22%	★
PAM/030 (WMT/010 WMT/009b) Municipal waste reused, recycled and composted (PAM, IP7) (Q)	61.40%	58.00%	★	→	✖	57.14%	★	60.19%	★
PAM/031 (WMT/004b) Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)	7.79%	18.00%	★	→	✖	23.64%	★	18.14%	★
PLA/006 Provision of affordable housing units % (A) (NSI, PAM, SP)	22%	27%	▲	→	✖	26%	●	36%	▲
PSR/004 Housing dwellings return occ'pn % (HY) (NSI, SP)	3.87%	6.00%	▲	→	✓	6.39%	▲	11.08%	▲
THS/007 Concessionary travel passes - Over 60s takeup % (HY)	90.8%	91.0%	●	→	✓	90.0%	★	85.6%	★
THS/012 Condition of Roads (A)	5.7%	5.3%	●	→	✖	5.3%	●	11.2%	★

Wales Audit Office Recommendations and Proposals for Improvement

The table below shows the progress made towards the Recommendations and Proposals for Improvement made to the authority by the Wales Audit Office. This was reported to Cabinet in the [Wales Audit Office Action Plan](#) that was considered at the July Cabinet meeting

Updated Action Plans in Response to Corporate Assessment Recommendations

Action plan to address WAO Recommendations

Completed actions are highlighted in grey

Recommendation 1

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

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

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

Recommendation 2

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

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	Pre-meetings are continuing for the new scrutiny committees	We have planned questioning and chairing training for September	Head of Law & Regulation
2.2	To introduce an effective system for scrutiny of the Public Services Board, in	By April 2018	A new scrutiny committee structure was agreed at this year’s AGM,	The new committee for partnership scrutiny has been appointed and will	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	response to the statutory duty placed on scrutiny by the WFGA (Scrutiny AR Action 2)		including a separate committee for partnership scrutiny.	start training and developing its work programme over the summer.	
2.3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	A new template has been introduced and is in use.	Continue to review and amend as necessary, to improve the quality and focus of information that is presented to the Committees.	Head of Law & Regulation
2.4	To continue to develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training (Scrutiny AR Action 4)	Ongoing	Outcomes of the peer review with Caerphilly and Monmouthshire will be reported in the Scrutiny Annual Report.	Further links with AIRs will be reviewed once the new committees are up and running.	Head of Law & Regulation
2.5	To continue implementation of the Public Engagement Strategy agreed in 2015 (Scrutiny AR Action 5)	By April 2017	Implementation ongoing. We are in the process of reviewing the website content.	The new Chairs will need to review the Public Engagement Strategy for the new Council term.	Head of Law & Regulation
2.6	Cabinet work programmes are presented to each cabinet meeting	By April 2017	This has been implemented and is ongoing	Implemented	Head of Law & Regulation
2.7	The Democratic Services Committee are reviewing the various elements of the Constitution	Ongoing	This has been implemented and is ongoing	Implemented	Head of Law & Regulation
2.8	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	See 2.1 above		Head of Law & Regulation
2.9	To introduce a new report template to improve the quality and focus of the information that is presented to	By November 2016 meeting cycle	See 2.3 above		Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	Committees (Scrutiny AR Action 3)				
2.10	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	See 2.1 and 2.8 above		Head of Law & Regulation
2.11	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively (Scrutiny AR Action 6)	Meetings already diarised	We need to plot these meetings now the new Council and administration is in place.	We need to plot these meetings now the new Council and administration is in place.	Head of Law & Regulation
2.12	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building on the existing measures for service plan monitoring (Scrutiny AR Action 7)	By December 2017	We are introducing a new system for performance reporting, including scrutiny consideration.	To finalise and implement the new system for performance reporting.	Head of Law & Regulation
2.13	To update and deliver the training and seminar programme for Members, including training to support: - Budget scrutiny - Performance scrutiny - Implementation of the Wellbeing of Future Generations Act (Scrutiny AR Action 8)	July 2017	Training for the new Committees is underway.	Review ongoing training programme.	Head of Law & Regulation
2.14	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election. (Scrutiny AR Action 9)	July 2017	Programme implemented.	Review ongoing training programme.	Head of Law & Regulation

Recommendation 4

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

Action Update

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

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	workforce planning for all HR/OD officers	2016			& Business Change
4.8	Feedback to managers on quality of appraisals sampled	October 2016	Feedback provided on sample of appraisals		Head of People & Business Change
4.9	Options to review current processes are investigated to bring about technology in the PM cycle and modernise the system	July 2017	<p>Currently on a pilot for new performance management system to move to a continuous performance management process instead of an annual appraisal</p> <p>Pilot was conducted from January – March 2017 with a group of 100 employees across all service areas.</p> <p>Review of the pilot was successful and contracts have been agreed to implement full roll out across the Council.</p> <p>Sessions have been taking place with senior managers to explain the project and a full comms plan will come out to employees later in July</p>	<p>Make determination as to whether to proceed and roll out across the Council. Plan roll out of training and support to use the system</p> <p>Roll out is fully planned and has commenced with senior managers.</p> <p>Comms to staff will commence in July 2017.</p> <p>KPI will be amended to show % of successfully achieved objectives</p>	Head of People & Business Change
4.10	Review of Coaching for Performance course and recommendations made on future procurement	August 2016	Review undertaken and we will continue to run the course but add additional coaching support in the form of ILM qualifications	Implemented	Head of People & Business Change
4.11	Solutions identified to offer both coaching and mentoring ILM qualifications	August 2016	ILM in coaching and mentoring has been identified and a cohort of 14 managers signed up – this commenced January 2017	Implemented	Head of People & Business Change
4.12	Creation of action learning set network	October 2016	ILM in action learning sets identified and offered to	Implemented	Head of People & Business

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			<p>managers but take up low at this point.</p> <p>Informal action learning set took place in one service area in November</p> <p>Focus will be on coaching at this time</p>		Change

Recommendation 5

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

Action Update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
5.1	New Performance reporting framework in place ensures more information is provided to scrutiny and Cabinet Members in a timelier manner.	Framework agreed by Cabinet and Scrutiny Chairs September 2016	This has now been implemented	No further action planned	Head of People & Business Change
5.2	New performance management system will allow information on performance to be more visible and readily available around the authority.	New System Implemented April 2016 Further development continues.	Further work has been carried out on the system by Performance Management Officer. Development plan in progress and further training has been rolled out. There are now many more users who can access the system to view and comment on performance.	The system will continue to be developed	Head of People & Business Change
5.3	Exception dashboards and reports for service plans highlight key areas.	July 2017	New Service plan template is in use for the 2017/18 service plans and new peer review process has been introduced	The Service Planning process and template will be reviewed on an annual basis to ensure that process continues to work and is adapted to the changing environment in which the	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
				council operates. A new reporting framework will be developed in conjunction with Scrutiny.	
5.4	Performance reports that go to Cabinet now go to the Scrutiny Chairs for Information.	Framework agreed by Cabinet September 2016	This has now been implemented, detailed improvement plan Cabinet update sent to Scrutiny for information for Q1	No further actions planned, this will be ongoing.	Head of People & Business Change
5.5	Heads of Service have regular briefing meetings with Cabinet Members who in turn brief the Leader of the Council.	Framework agreed by Cabinet September 2016	Heads of Service have had regular briefing meetings with Cabinet Members. Cabinet Members then brief the Leader of the Council.	This is now embedded, no further actions planned.	Chief Executive
5.6	We have put in place a training and seminar programme for Scrutiny Members, and we have also introduced pre-meetings to improve the focus and challenge of Member questions. We are also developing the new induction programme for May 2017 which will include focus on effective challenge.	Systems in place and in ongoing development Induction programme from May 2017	Induction programme delivered.	Review ongoing training programme.	Head of Law & Regulation

Wales Audit Office Proposals for Improvement

Ref	Proposal	Progress update to the end of March 2017	Actions planned next quarter	Expected close down date	Responsible Officer
1.	The Council should: Provide Cabinet with a more detailed update of progress in addressing our Corporate Assessment and its Follow-up recommendations to facilitate more active discussion and challenge of progress.	<p>Cabinet have received the Review of progress in addressing the Corporate Assessment and Corporate Assessment Follow-up recommendations 2015/16. The Quarterly update on progress against the Corporate Assessment Recommendations and Proposals for improvement is now considered by cabinet as a report in its own right.</p> <p>The reporting process outlined in response to Recommendation 1 (ref 1.1 and 1.2) will ensure that sufficient detail is included. The Quarterly update is now submitted to Chief Officers prior to submission to Cabinet to ensure that enough detail has been included.</p>	No further action planned.	January 2017	Head of People & Business Change
2.	Review the timespan for completion of return to work interviews.	<p>We have rolled out People Manager on iTrent to managers in the organisation. We anticipate that this action will shorten the length of time to complete return to work interviews and will increase the percentage of returns within the timeframe.</p> <p>All managers are now enrolled on using People Manager on iTrent and are completing sickness information directly on the system themselves.</p>	<p>Further consideration of the removal of the paper form and move to an online form.</p> <p>We are working towards removing all paper forms in HR activity and are investigating the option of building an iTrent form so that the RTW discussion can take place electronically and therefore remove the</p>	September 2017	Head of People & Business Change

Ref	Proposal	Progress update to the end of March 2017	Actions planned next quarter	Expected close down date	Responsible Officer
			form. This should result in a much higher percentage (if not all) RTW's taking place within the 7 day timeline.		
3.	Review whether it has appropriate capacity within its People and Business Change service area to strengthen workforce planning.	Workforce Plan 2016/17 published and all service areas have completed their template for the year with their workforce planning objectives identified. HR Business Partners are working proactively with Heads of Service to discuss their templates as part of normal business discussions and each member of the HR team has contribution towards the workforce planning progress report.	<p>Currently working on a longer term workforce plan for the organisation which will match up to the next People Plan – i.e. a 5 year plan for both</p> <p>HRD network are piloting workforce planning template and we intend to see whether this tool is appropriate for Newport.</p> <p>HR Business Partners will move towards greater emphasis on workforce planning support to the organisation by a restructure which introduces HR Advisors to pick up employee relations casework – this will provide greater capacity to HR Business Partners to focus more on workforce planning.</p>	September 2017	Head of People & Business Change



Report

Council

Part 1

Date: 26th September 2017

Subject **Newport City Homes – Proposed Governance Changes**

Purpose To consider a request from Newport City Homes for consent to change their internal Rules and introduce new governance arrangements

Author Head of Law and Regulation

Ward General

Summary The Council has been requested by Newport City Homes to formally approve proposed changes to its Rules of procedure and internal governance arrangements.

NCH take the view that the proposed Rule changes are necessary to provide a more robust, modern and flexible governance framework to enable the organisation to develop and to ensure a sufficient degree of legal independence

These proposed changes will require the Council to relinquish its one-third voting rights, as shareholder, and also its rights to appoint three local authority Board members.

If the proposals are agreed, then it will be necessary to resolve that the Council's block vote shall be exercised in favour of the proposed special resolution, whether in person or by proxy, at a Special General Meeting of NCH convened for this purpose. It will also be necessary to make the changes to the original stock Transfer Agreement by entering into a Deed of Variation.

Cabinet considered the request on 13th September and have recommended that the Council adopts and ratifies the proposals.

Proposal

- (a) **That the Council consents to the proposed changes in governance arrangements;**
- (b) **That the Council approves the proposed amendments to the Rules to implement these governance changes;**
- (c) **That the Council's corporate vote be exercised in favour of the proposed special resolution, whether in person or by proxy, at the Special General Meeting of Newport City Homes convened for this purpose;**
- (d) **That the Head of Law & Regulation be authorised to agree and complete a Deed of Variation to the stock Transfer Agreement, to reflect these changes.**

Action by Head of Law & Regulation

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Chief Executive
- Cabinet Member for Regeneration & Housing
- Head of Finance

Signed

Background

1. Newport City Homes (“NCH”) was established on the 9th March 2009 to take a transfer of the Council’s housing stock, with a commitment to implement improvement works to achieve the Welsh Housing Quality Standard and deliver enhanced services to tenants, as set out in the Council’s Offer Document and reflected in the Transfer Agreement. NCH was set up as a registered social landlord and an industrial and provident society with charitable status. However, the model Rules of the National Housing Federation adopted at that time were intended to provide sufficient flexibility to allow NCH to evolve into a tenant-orientated organisation in the future, in line with the “Bridge model” recommended by the Newport Housing Commission.
2. There was a commitment by NCH in the Transfer Agreement with the Council to develop the Bridge Model in accordance with the pledges given to the tenants in the Offer Document and pre-transfer ballot. In addition, NCH agreed to consider adopting the Community Housing Mutual form of constitution after 5 years, with the tenants (and other eligible members of the community) being "members" of the organisation and exercising collective control and management of the assets. Other commitments were given, in the meantime, in terms of tenant empowerment and development. Therefore, the intention has always been to give tenants greater involvement in the management of NCH and for the governance arrangements to evolve over a period of time.
3. The Council remains a founder member and shareholder of NCH, with weighted voting rights and also nominates individuals to serve on the executive management Board. Therefore, the Council retains an interest in the operation of the NCH, but it cannot have a controlling interest because NCH is required to operate at “arm’s length” and independently of the local authority, as required by the Welsh Government which regulates NCH and all other housing associations in Wales.
4. The Council currently has one-third voting rights at shareholder Meetings of NCH. Although this does not give the Council overall control, these 33% block voting rights effectively give the Council a right of veto over major decisions affecting the constitution and operations of NCH because these changes would require a special majority of 75%.
5. In addition, the current Board comprises a maximum of 15 members. This was originally made up of 5 Independent members, 5 tenant board members and 5 Council nominees. However, in 2011 the Council reduced its nominees on the Board from 5 to 4 and, subsequently in 2012 agreed to reduce this to 3 Council nominees, to facilitate an increase in tenant representation, consistent with the Housing Commission’s Bridge Report. The three current Council Board members are Councillor Mudd, Councillor Holyoake and former councillor Val Delayahe.
6. In addition to the Council’s weighted voting rights which provide an effective veto in relation to major Rule changes, the Transfer Agreement between the Council and NCH also provides that there cannot be any change to the organisation’s objects, powers or representation without the Council’s prior written consent. This was, again, intended as a further safeguard in ensuring that NCH met their commitments to the tenants and the Council set out in the Offer Document and the Transfer Agreement.
7. The NCH Board has adopted an open and accountable process for the election of tenant and independent members. In the case of tenants, candidates are put forward in a ballot to all households. On a similar basis all share members (now totalling some 1,500, the majority of whom are tenants) have the opportunity to vote for independent candidates. Those candidates who attract the highest number of votes are ratified at the Annual General Meeting and elected to serve on the Board. The Council has previously agreed that, in relation to the appointment of independent and tenant Board members, the Council’s single share counts as one vote and the weighted provisions do not apply.
8. Proposed changes.

NCH have now submitted a request for the Council to,

(a) approve the following Rule changes:-

- the removal of the Council's one-third weighted voting rights, so that in future the Council's single share will only count as one vote;
- the reduction in the number of Board Members from 15 to 12 and the removal of the requirement for constituent groups (that is, tenant, independent and Council representatives);
- in future, there will be one type of ordinary shareholder and one type of Board Member;
- the composition of the Board would allow for the co-option of up to 3 other members, who can bring specific skills and experience to the role.

(b) agree to amend the commitments in the Transfer Document in relation to the "Bridge Model" of governance and to remove the need to obtain Council consent to any future Rule changes;

9. Reasons for the proposed changes.

Having delivered on the promises made at the time of the stock transfer, NCH are now working with partners to further develop the association and continue to improve services. The NCH strategic plan ("2020 Vision") sets out their ambitions for the next three years and the Board has identified the need to improve their existing governance framework in order to meet these objectives. The current rules are considered to be too restrictive in relation to the way in which NCH need to carry out their business. Although their current Rules were fit for purpose at the time of the initial stock transfer, they have now become outmoded and are no longer flexible enough to meet future needs.

10. The NCH Board and executive team have identified the need for change and, over a long period of time, have discussed with residents how they can connect better with the board and the wider association. This discussion has confirmed the need for urgent changes to the current rules, together with a change to the size and shape of the board to a single-status board of up to 12 members including co-optees (individuals who can bring specific skills and experience to support the board for a specific period of time). The NCH board has also confirmed the need for effective resident involvement to inform the organisation's strategic, corporate and operational decision-making.
11. In addition, a recent decision by the Office for National Statistics ("ONS") to reclassify registered social landlords as public bodies has resulted in the Welsh Government consulting on legislative changes to allow the ONS to reverse its decision. The consultation asked for people's feedback on a range of issues such as the Welsh Government's enforcement powers over housing associations and the ability for local authorities to place council nominees onto the boards of large-scale voluntary transfers (LSVTs) such as NCH. Similar changes have already been put into practice in England, and it is expected that the Welsh Government may consider introducing similar actions to deal with the ONS's decision for Welsh housing associations. Any action taken in this respect would affect the existing Rules.
12. Therefore, NCH take the view that the proposed Rule changes are necessary to provide a more robust, modern and flexible governance framework to enable the organisation to develop and to ensure a sufficient degree of legal independence.
13. The proposed Rule changes fall into three broad categories:-

- (a) Updating the rules to the latest version of the Community Housing Cymru Model Rules 2017;
 - (b) Updating the rules to reflect the way in which NCH would like to improve existing governance arrangements;
 - (c) Administrative changes
14. Community Housing Cymru is the national representative body of housing associations in Wales. This review ties in with the release of their 2017 model rules which have been approved by the Welsh Government and the Financial Conduct Authority as suitable for Welsh registered social landlords. Most housing associations in Wales have adopted these model rules and, by following these model rules NCH would be fully keeping to the law, best practice and regulatory expectations. The current NCH Rules are based on an old version of the model rules (from 2005) which are now out of date. These recommended changes are important to make sure that the NCH governing document is up to date and in line with changes to the law and best practice.
 15. As far as possible, NCH have followed the standard provisions in the 2017 model rules, except that they have included the option to include co-opted members on the board, as this is considered to be a useful way to increase the range of skills on the board, as required from time to time.
 16. By introducing the 2017 model rules, the NCH board has decided to streamline their governance arrangements by reducing the number of board members from 15 to a maximum of 12 and to remove the requirement for constituent groups (tenant, independent and council nominees). This removes the need for different groups of shareholders and board members. Instead, there will be one type of ordinary shareholder and one type of board member.
 17. There are also a number of Rule changes that are purely administrative in nature, for example, updated references to legislation and terminology and the removal of unnecessary clauses that related to the initial set-up of the organisation, to reflect that NCH are now an established housing association. Council consent would not be required for these minor administrative changes.
 18. The proposed Rule changes, and a new governance approach, have also provided the NCH board with an opportunity involve residents in creating a new Resident Engagement Strategy, which NCH will launch at the end of the year. The NCH board have re-affirmed their belief that resident scrutiny is the corner stone of good governance, and allows residents to help set priorities, identify areas for improvement in performance and influence the strategic decision-making of the organisation. The board has identified the need for a stronger connection with residents at a strategic, corporate and operational level and believe that these governance changes will help to facilitate this improved engagement.
 19. Impact of the Rule changes for the Council.

If it agrees to the proposed changes, then the Council would be relinquishing all control, at both Board and shareholder level, and would have no direct influence over the future direction of NCH. Although the Council would remain as a founder member and shareholder of NCH, it would no longer have weighted voting rights and no effective veto over critical decisions. It would only have one ordinary share and one single vote at meetings of shareholders, as opposed to the current one-third block vote. In addition, any future Rule changes would not require prior Council approval.
 20. Also, the Council would no longer have the right to nominate any specific number of representatives to serve on the Board. As there would be no different category of board members, all 12 members would, in future, be appointed by the board, based on the need for their specific skills and expertise.

21. Therefore, if the Rule changes are approved, both by the Council and by the other members of NCH, then the Council representatives would cease to be local authority nominated members of the Board. Councillor Holyoake and Mrs Val Delahaye would cease to be board members as soon as the changes were approved. However, under the new board appointments being recommended to the next Annual General Meeting of NCH on 21st September 2017, Councillor Mudd would continue to be a member of the board, albeit that she would continue to serve in a private capacity because of her personal expertise and not as a local authority appointed representative.
22. However, the Council has previously agreed to similar governance changes in relation to the Newport Housing Trust, to facilitate its merger within the Seren Group, and has also reduced its involvement within NCH since the original transfer, through the reduction in board membership from 5 to 3 and the removal of weighted voting for the appointment of other board members. Therefore, the principle of the Council withdrawing from direct involvement in the management of these housing associations has already been accepted and established. Most shareholder decisions do not require a special majority vote and the Council now has only 20% of the voting rights at board level, so has very little control in practice at both a strategic and operational level.
23. Originally, the Council required one-third weighted voting rights and board membership following the stock transfer as a safeguard during the transition period, to ensure that NCH met their pledges to the tenants and the commitments given in the Transfer Agreement. It was necessary for the Council to have greater influence over the internal governance arrangements at that time because of the need to meet Welsh Housing Quality Standards. However, the strategic vision for NCH has now changed, with greater emphasis on housing regeneration and development projects, such as in Pillgwenlly and Ringland. Therefore, the Council does not need to have the same degree of control and influence over the internal governance of NCH and there is more of a requirement for the organisation to operate independently of local authority control. However, the Council would continue to work in partnership with NCH, as with the other RSL's, in terms of wider strategic housing and regeneration objectives. It would also be open to the Council to continue to scrutinise the performance of NCH, as a PSB partner, through the Scrutiny Committee process.
24. Although the original Rules when NCH was first established were fit for purposes at that time, they have since become outmoded and a more flexible governance structure is now required to comply with the new Model rules and to enable NCH to operate as a modern, forward-looking RSL. The commitment in the Transfer Agreement to the "Bridge Model" and the Housing Community Mutual organisation has been overtaken by events because NCH is now an established RSL with over 1500 tenant/shareholders. Therefore, these obligations no longer fulfil any useful purpose and can be removed. In addition, it is likely that legislation will be forthcoming to reverse the impact of the ONS decision and to preserve the legal independence of housing associations from public sector control, including the removal of "golden share" weighted voting rights. Therefore, these Rule changes are necessary to give NCH the flexibility to adapt to any new legislative requirements.
25. Cabinet meeting on 13th September 2017 considered the proposals and have recommended that Council should agree to the proposed governance changes, for the reasons set out in this Report. If the Cabinet recommendations are agreed, then it will be necessary to resolve that the Council's block vote shall be exercised in favour of the proposed special resolution, whether in person or by proxy, at a Special General Meeting of NCH convened for this purpose. It will also be necessary to make the necessary changes to the Transfer Agreement by entering into a Deed of Variation.
26. **Financial Summary**

There are no financial or cost implications arising from the proposals

27. 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?
If the Council refuses the request to vote in favour of the governance changes, this could affect the future direction and development of NCH and its ability to adapt to changes in legislation.	H	H	By relinquishing control, the Council would allow NCH to modernise its governance arrangements and provide greater flexibility and expertise at board level	Cabinet/Council
By relinquishing its one-third weighted rights as members NCH and rights to appoint Board Members, the Council would have no direct influence over the future direction of the Trust	L	H	The loss of direct control or influence over the operational management of NCH can be mitigated by developing a more strategic arm's length partnership relationship, by reinforcing existing external Scrutiny arrangements	Cabinet/Council and relevant Heads of Service

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The development of strategic partnership working with NCH will help to deliver Well-being and Corporate Plan objectives in relation to building cohesive and sustainable communities and promoting economic growth and regeneration.

Options Available and considered

The Council has the option of:-

- (a) Agreeing to the proposed Rule changes and new governance arrangements, or
- (b) Not agreeing the proposed Rule changes and new governance arrangements.

Preferred Option and Why

The preferred option is Option (a). If the Council refused the request to vote in favour of the governance changes, this could affect the future direction and development of NCH. Therefore, to enable the Trust to continue to operate effectively and to improve services to tenants, the Council needs to relinquish control. The loss of Council control at member and Board level can be mitigated by more rigorous scrutiny and by strategic partnership working. The Council has already acknowledged that its involvement in the day to day operational management of NCH has reduced significantly since it was first established and previous governance arrangements have already been relaxed. Therefore, this is a natural extension of that process.

Comments of Chief Financial Officer

There are no financial implications

Comments of Monitoring Officer

As set out in the Report

Comments of Head of People and Business Change

As the report outlines, Newport City Homes are a partner on the One Newport Public Services Board, representing registered social landlords. This has improved partnership working and will ensure that the sector is engaged in the development of the Wellbeing Plan which the PSB will be working towards from April 2018. Progress against this plan will be subject to the Council's Partnership Scrutiny arrangements.

Scrutiny Committees

Not applicable.

Equalities Impact Assessment and the Equalities Act 2010

There are no equalities implications

Children and Families (Wales) Measure

There are no children and families implications

Wellbeing of Future Generations (Wales) Act 2015

The proposed changes will enable NCH to operate independently but in partnership with the Council to deliver key well-being objectives in relation to building cohesive and sustainable communities and promoting economic growth and regeneration. The new governance arrangements are also consistent with the sustainable development principles of collaboration, integrated working and also greater tenant involvement and engagement.

Background Papers

NCH Proposed Rule Changes
NCH Notices of SGM/AGM 21st September 2017 and proposed resolutions
NCH briefing note to Share Members
Cabinet Report 13th September 2017

Dated: 18th September 2017