

# Agenda



## Cabinet

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Date: Wednesday, 19 September 2018

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

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

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Item		Wards Affected
1	<u>Agenda yn Gymraeg</u> (Pages 3 - 4)	
2	<u>Apologies for Absence</u>	
3	<u>Declarations of Interest</u>	
4	<u>Minutes of the Last Meeting</u> (Pages 5 - 10)	
5	<u>Capital Programme Monitoring and Additions July 2018</u> (Pages 11 - 32)	All Wards
6	<u>July Revenue Budget Monitor</u> (Pages 33 - 56)	All Wards
7	<u>Annual Review of the Well-being Objectives and Improvement Plan 2017-18</u> (Pages 57 - 128)	All Wards
8	<u>Wales Audit Office Certificate of Compliance</u> (Pages 129 - 134)	All Wards
9	<u>Corporate Risk Register Update</u> (Pages 135 - 202)	All Wards
10	<u>Work Programme</u> (Pages 203 - 208)	

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# Agenda

## Cabinet

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Dyddiad: Dydd Mercher, 19 Medi 2018

Amser: 4 y.p.

Lleoliad: Ystafell Bwyllgor 1 – Y Ganolfan Ddinesig

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

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### Eitem

### Wardiau Dan Sylw

#### Rhan 1

1	<u>Agenda yn Gymraeg</u>	
2	<u>Ymddiheuriadau am absenoldeb</u>	
3	<u>Datganiadau o fuddiant</u>	
4	<u>Cofnodion</u>	
5	<u>Monitro'r Rhaglen Gyfalaf Gorffennaf 2018</u>	Pob Ward
6	<u>Monitro Cyllideb Refeniw Mis Gorffennaf</u>	Pob Ward
7	<u>Adolygiad Blynyddol o'r Amcanion Lles a'r Cynllun Gwella 2017-18</u>	Pob Ward
8	<u>Tystysgrif Cydymffurfio Swyddfa Archwilio Cymru</u>	Pob Ward
9	<u>Diweddariad o'r Gofrestr Risg Gorfforaethol</u>	Pob Ward
10	<u>Rhaglan Waith</u>	Pob Ward

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# Minutes



## Cabinet

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Date:	18 July 2018
Time:	4.00 pm
Present:	Councillors D Wilcox (Chair), P Cockeram, G Giles, D Harvey, R Jeavons, D Mayer, R Truman and M Whitcutt
Apologies:	Councillors J Mudd

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### 1 Declarations of Interest

There were no declarations of interest.

### 2 Minutes of the Last Meeting

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

### 3 Revenue Budget Monitor

The Leader introduced the report, providing an update on the latest revenue budget monitor. As at May 2018, the Councils revenue budget was forecasting an overall underspend of around £1,828k, however this was in the context of a challenging position in terms of service area overspending in certain areas, particularly in demand-led areas. It was noted that these pressures were common across Wales and the rest of the UK, and while demand continued to increase from 2017-18 levels, this position was currently being managed within the overall budget.

The overall underspend noted above was created by some unexpected and one-off income received in April/ May – Leisure related VAT rebates (£773k), back-dated NNDR rebates (£467k) and additional income distribution from the crematorium (£385k). Without these, the position would be finely balanced.

It was noted that people services had plans in place as to how to reduce spend in out of county Special Education Needs (SEN) and Children's placements and were making progress in implementing solutions for children's placements by increasing its own provision, at lower cost. All aspects of the plan would be delivered as soon as possible.

The same pattern of overspending in 3-4 service areas, mitigated by under-spending / better income in non-service areas continued as last year. This pattern was anticipated when the budget was set, with a specific 'People's services' budget contingency of £2.2m agreed to contribute towards management of the risk of continued overspending in these areas, pending action to reduce costs. This, alongside continued underspending / better income in non-service areas – was deemed sufficient to maintain a deliverable budget.

In addition, budgets set by schools for 2018/19 would see them overspending their available funding by c£2.5m which would reduce a significant number of school's individual reserves to almost zero.

The level of forecast overspending within service areas had significant consequences for the Council's work on its medium term financial plan (MTFP). In the context of significant savings needed to be found, failure to stabilise and reduce spend permanently in these current areas of overspending would increase our budget challenge.

In speaking to the report, Cabinet Members noted the ongoing financial challenges facing the authority, and the difficult position of local government in general in terms of continuing to provide statutory services within the decreasing resources available.

**Decisions:**

1. To note the overall budget forecast position including use of all budget contingencies to balance current forecast service overspending;
2. To agree to instruct all areas of the Council to maintain robust financial management;
3. To note the level of undelivered savings within each directorate and the risks associated with this;
4. To note the forecast movements in reserves;
5. To note the projected balances of individual schools over the next year.

**4 Welsh Language Annual Report**

The Leader introduced the item in Welsh, before handing over to the Deputy Leader to present the detail of the report.

The Council was required to report annually on its progress in complying with the Welsh Language Standards under the Welsh Language (Wales) Measure 2011.

The report covered the second year of implementation, following the imposition of the majority of Welsh language standards in March 2016. The report provided Cabinet with an overview of the Council's progress in meeting the Welsh Language Standards.

In discussing the report, Cabinet Members praised the work that had been done to date in meeting the standards, on top of other pressures and limited resources, and starting from a more challenging point than other local authority areas.

**Decision:**

To approve the attached final monitoring report and publish it on the Council's website, in accordance with statutory deadlines.

**5 Performance Update - Early Year End Performance Indicator Analysis**

The Leader introduced the report, providing Cabinet with an early analysis of the council's year-end performance for April 2017 – March 2018. The analysis illustrated the year-end position of all performance indicators including measures which were reported nationally and within the well-being plan and improvement plan.

It was reported that the council's performance had continued to improve in 2017/18 against a backdrop of challenges and pressures including legislative changes, political uncertainty nationally, budget reductions and an increasing population. Overall performance indicates that 68% of the performance indicators have met or exceeded target and 54% of the indicators have improved when compared to last year.

It was noted that there had been changes to the set of measures that the council reports to Data Cymru for 2017/18. New measures and definitions had been introduced, making target setting challenging and reducing the amount of meaningful comparison to previous years.

Despite this the council had seen a year on year improvement in nearly 43% of its national measures and continued to demonstrate improvement in the priorities set in its Well-being Plan and Improvement Plan.

Cabinet Members expressed their appreciation of the staff in managing to push forward and maintain and improve high standards in very challenging times. Members also commented upon the process of target setting, and the need to ensure that targets were stretching and challenging, but still achievable.

**Decisions:**

1. To note the contents of the report.
2. To receive a further update on the final year-end position once the national data is available.

**6 Strategic Equality Plan Annual Report**

The Deputy Leader presented the report. Under the Equality Act (2010) the Council was required to report annually on the progress it had made against the 9 Strategic Equality Objectives contained within the Strategic Equality Plan. The Equality Act also asked local authorities to publish staff equalities data, which this report also contained.

The report was the second annual report on the progress Newport City Council had made towards meeting the Equality Objectives set out in the authority's second four year Strategic Equality Plan (SEP), as approved by Council 3rd March 2016.

In discussing the report, Cabinet Members commented upon the positive attitude of staff in this area, and the excellent work of the Strategic Equalities Group.

**Decisions:**

To approve the attached annual report and publish it on the Council's website, in accordance with statutory deadlines.

**7 Improvement Plan Quarter 4 Update**

The Leader presented the report, outlining progress in achieving the aims and objectives of the Improvement Plan 2016-18.

In April 2016 Council approved eight Improvement Objectives for 2016-18 as required by the Local Government Measure 2009. The Improvement Objectives aligned with and contributed to the achievement of the Well-being Objectives as required by the Well-being of Future Generations Act (2015) agreed by Cabinet in March 2017.

It was reported that this would be the final Improvement Plan update as this reporting would be superseded by the joint reporting of the Improvement Plan and Well-being Objectives as agreed by Cabinet in April 2018. An integrated year-end report would be presented to Cabinet for final sign off at full Council.

The report outlined progress towards delivering the actions set out in the plan and the performance measures that supported those actions in 17/18. The overall assessment of progress was classed as 'Green – Good.' The council continued to meet its obligation to demonstrate continuous improvement.

In conclusion, the Leader noted the excellent results in the area of NEETs in particular, and the additional funding that had recently been secured nationally for youth services.

**Decisions:**

1. To note the progress made during the last quarter of 2017/18 regarding key actions and measures.
2. To agree that corrective action be taken to address areas of underperformance.

**8 Work Programme**

The Leader of the Council presented the latest update to the work programme.

**Decision:**

To agree the updated work programme.

**9 Exempt or Confidential Item**

**Exclusion of the Press and Public**

**Decision:**

To exclude the press and public during consideration of the following item on the grounds that its consideration involved the likely disclosure of exempt information as defined in schedule 12 A of the Local Government Act 1972 (as amended) and the exemption outweighs the public interest in disclosure.

**10 City Centre Regeneration - Presentation**

Cabinet received a presentation from officers on proposals for development of the Newport Market building, asking Cabinet to give in-principle backing to a £12 million redevelopment proposal to regenerate and revitalise the historic Newport Market.

Simon Baston, managing director of Loft Co, was behind the transformation Cardiff's Tramshed, Barry's Pumphouse and Porthcawl's Jennings Building, and had approached the Council with plans to develop the grade-two listed market. The company planned to work in partnership with Welsh company WRW Construction on the project which was expected to be completed in three phases over 18 months. The plans included creation of a 24-hour working/living space with a tech hub, apartments and performance space while retaining market units and a food hall.

Cabinet were being asked to grant his company a 250-year development lease with the council receiving a 15 per cent share of the rental income following completion and a maximum loan facility of up £8.9 million at a commercial rate of interest. These agreements would be subject to satisfactory legal and financial due diligence. Cabinet were also being asked to authorise officers to negotiate detailed heads of terms and finalise the lease and funding agreement.

If the scheme went ahead following those checks, and the granting of planning permission, the work would be phased so businesses in the market could continue to operate during the construction period.

**Decision:**

Subject to satisfactory legal and financial due diligence:



1. To approve a 250 year development lease and 15% geared rental for the Newport Market building;
2. To approve a maximum loan facility of £8.9m at a commercial rate of interest;  
and
3. To authorise officers to negotiate detailed heads of terms and finalise the Agreement for Lease and Funding Agreement

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# Report

## Cabinet

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### Part 1

**Item No.** 5

**Date:** 23<sup>rd</sup> August 2018

**Item No:** TBA

**Subject** **Capital Programme Monitoring and Additions July 2018**

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

To update Cabinet on current spending against the Capital Programme schemes highlighting the forecast outturn position for the programme as at July 2018.

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

**Ward** All

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

The report also updates Cabinet on the current capital expenditure position as at the end of July 2018 along with the forecast outturn for 2018/19. Currently £1,770k slippage is being requested into 2019/20.

The report also updates Cabinet on the current position regarding capital receipts. To date no capital receipts have been received this year, although it is anticipated there will be a receipt in 2018/19 from the disposal of land at Celtic Springs.

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

**To note the available remaining headroom over the life of the capital programme and the need to prioritise capital expenditure within this envelope to ensure the programme remains affordable.**

**To note the capital expenditure forecast position as at July 2018.**

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

**Action by** Assistant Head of Finance

**Timetable** Immediate

This report was prepared after consultation with:

- Heads of Service
- Accountancy teams for relevant service areas

- Relevant Service Area Project Managers
- NORSE Property Services

Signed

## Background

2018/19 is the first year of a five-year capital programme originally approved by Council in February 2018 at an overall cost of £126.885 million. Some changes have already taken place since February due emerging developments, re-evaluation of priorities and additional grants. This includes reprofiling of 21st Century School - Band B, with some money brought forward into 2018/19 to allow for planning, development and consultation to begin with some projects this financial year. This will allow greater confidence in delivery. Some of these changes have been already been reported to Cabinet in the 2017/18 Capital Outturn Report. The total budget for the period as a whole now stands at £132.484 million. The table below summarises the changes made to date:

Report	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's	Total £000's
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	
<b>Original Programme</b>	35,805	24,884	23,309	23,606	19,282	126,885
<b>Outturn Report (29.05.2018)</b>	48,877	24,884	23,309	11,606	19,282	127,958
<b>This Report</b>	51,209	29,163	27,192	6,810	18,110	132,484

## Changes to the approved Capital Programme

- The changes to the capital programme identified in this report have increased the overall size of the current year programme by £2,332k since the proposed Capital budget in the 2017/18 Capital Outturn Report, which includes £250k of brought forward budgets in relation to the Transporter Bridge and £100k for 21<sup>st</sup> Century Schools. The overall programme has increased by £4,526k, and includes a number of areas where budgets have been re-profiled or slipped since early indications of the five year programme. This includes re-profiling of the 21<sup>st</sup> Century schools Band B. These budget changes and their associated funding are listed in Appendix C and are requested to be approved by Cabinet, whilst Appendix B shows the capital expenditure and detailed forecast for 2018/19. The changes to the programme are summarised in the paragraphs below.

### Education

- **Lliswerry High (£172k)** – A capital bid has been approved to use S106 monies to improve the facilities and resources at Lliswerry High school such as replacement of IT servers and provision of outdoor classrooms and some redecorating.
- **ST Woolos / Maesglas Reducing Classroom Size (£1,101k)** – Bids have been submitted to Welsh government to reduce the classroom sizes in two schools; Maesglas (£521k) and St Woolos (£580k). Funding for the revenue implications of this grant is secured by Welsh Government for two-years only, funding following this will need to be reflected in the MTFP.

### Regeneration, Investment & Housing

- **Gypsy and Travellers Site (£400k)** – following a retendering process which was carried out at the request of Welsh Government, Newport Norse have completed a new project budget which estimated a further overspend of £400k, this has been funded 50% by Welsh Government and 50% by Newport City Council. This takes the total project spend to £3.136m.

- **HLF Market Arcade (-£368k)** - Newport Council have been successful in a HLF 'delivery grant' bid of £1,102k to progress the 'Market Arcade Townscape Heritage Scheme'. The funding will enable the delivery of proposals to restore the historic Market Arcade – Newport's oldest surviving arcade, this scheme has been reprofiled, but has had no impact on the overall headroom.
- **Enable Adaptions Grant (£197k)** – Welsh Government have again awarded the ENABLE Support for Independent Living, this is expected to be fully spent by the end of the year.
- **123-129 Commercial Street** – The project is commencing as expected, the budget has been corrected to the £1.2m which is the required Newport City Council's allocation.
- **Flying Start (£195k)** – WG have confirmed a grant award for 2018/19 for improvements to Shaftesbury Community Centre and for maintenance works at various FS venues.
- **Oaklands Respite Home (£35k)** – following a successful capital bid, £35k has been earmarked for carrying out urgent repairs at Oaklands Children's Respite, this will be funded via earmarked reserves.
- **Flood Risk Regulations Grant (£91k)** – This is a grant which has been awarded to help manage the Councils Liability to ensure minimisation of flood risks on Council sites and assets, providing guidance and compliance with statutory duties to minimise risks on private sites and development working with statutory undertakers
- **Update Facilities in Parks (£56k) / Building Improvements to Lodges (£80k)** – Both of these schemes were approved by Cabinet as part of the 2018/19 MTRP and will be funded by Invest to Save. The 'Update Facilities in Parks scheme is as result of the 'Introducing Parking charges within city parks' monies from invest to save and will be used to undertake the demolition of the identified surplus buildings at Bellevue Park to reconstruct additional car parking spaces. The building Improvements to Lodges (£80k) is for improvement works to upgrade and improve the buildings.
- **Small Scale Works Grant (£34k)** – A grant has been awarded to undertake minor works where drainage improvements have been proposed for two sites within the city.
- **Street Lighting – Change to LED (-£1,658k)** – This scheme has been re-profiled across two financial years, which assumes that the installation of the LED starts in January 2019. These figures may change once the tender responses are received in late October
- **Local Transport Fund (£513k)** - Welsh Government have awarded two grants this year for active travel, which is to try and change how people travel, improving accessibility and safety to encourage cycling and walking. Active travel Northern (£270k) which is to be used for active travel enhancements in the north of the city and Active Travel design (£243k), which is to be used for development of active travel routes such as feasibility studies, scheme design and purchase of land.
- **Local Transport Network Fund– ECO Stars (£55k)** – Welsh government have awarded this grant in order for the council to carry out public transport enhancements
- **Safe Routes – St David's RC Primary – (£84k)** – A grant awarded as part of the Safe Routes in Communities funding which is linked with the active travel grants. This source of funding is for improved routes to on from school resulting in greater social inclusion and improved community safety.
- **Gwastad Mawr Flood Attenuation Improvement Works – (£43k)** – This is another grant which has been awarded to the council to implement an outline business case for a preferred engineering solution at Gwastad Mawr Flood Attenuation reservoir to ensure that it functions at the required safety standard.

- **Lliswerry changing rooms - £162k** – Three additional bids have been submitted for Lliswerry Changing rooms totalling a further £162k, in addition to the £181k already in the programme. This is to provide demountable structures suitable for changing facilities and will be funded by S106 monies.
- **Fleet Replacement Programme - £1,225k** – Following a review of fleet replacement needs, it was identified that a further £3,686k would be required over the 5 year capital programme, with an additional £1,225k needed in 2018/19. Further work needs to be undertaken to confirm the profile of the replacement but the additional monies required for the whole programme has been confirmed. This is currently being considered and scrutinised by the Senior Leadership Team and may require updating in future reports, but is included to reflect on the potential impact on the headroom.

## Update on available headroom

The budget report set by Cabinet in February 2018 set out a framework to ensure the Council would maximise its capital expenditure while keeping within the current affordability envelope, “headroom”, which would not cause additional pressure on the revenue budget to that currently set.

The headroom is impacted by capital expenditure that is not funded by external resources i.e. grants or cannot be funded through the revenue savings it achieves. The framework approved at Council agreed the following:

- Funding from sources other than borrowing needs to be maximised, by securing grant funding whenever possible and, maximising capital receipts
- Regeneration schemes would be funded from ring-fencing the capital expenditure reserve only and Joint Venture funds. Other kinds of support through making of loans etc. would then be considered to support schemes, where it was needed and appropriate e.g. Mill Street offices development.
- Any change and efficiency schemes or schemes which save money requiring capital expenditure would be funded by netting off the savings achieved
- Schemes and projects which generate new sources of income would need to fund any capital expenditure associated with those schemes.

The table below gives the latest position on the available headroom as at July 2018/19 across the five year programme.

Capital Headroom to 2023/24	£'000	
Uncommitted Borrowing Headroom	2,981	Where capital cannot be funded from external sources (i.e. grants) or through the savings it makes, it will need to be funded by borrowing or capital receipts, which will reduce the headroom available.
Uncommitted Usable Capital Receipts*	66	
Forecast Capital Receipts**	1,550	
<b>Uncommitted Headroom</b>	<b>4,597</b>	
Uncommitted JV Receipts	671	As per framework available JV receipts and the capital expenditure reserve will be earmarked for regeneration schemes.
Uncommitted Capital Expenditure Reserve	5,022	
<b>Available for Regeneration schemes</b>	<b>5,693</b>	
<b>Total Available</b>	<b>10,290</b>	

\*Usable Capital Receipts only include the amount that has actually been received by the authority through disposals.

\*\* The forecast for future capital receipts only includes ones there is a high level of certainty that they will be achieved. The above headroom does not include any receipts gained through selling vehicles; this work is currently being undertaken.

Any decision to add projects to the programme must be aware of the impact that it will have on the headroom until 2023/24. As the table shows above, there is only £4,597k available headroom that has not been earmarked for other purposes. Over the remaining life of the programme this is a very

challenging amount. Therefore when making decisions on capital expenditure, officers and Cabinet need to be mindful of the available headroom and the affordability of the programme, and will need to prioritise expenditure accordingly. Any expenditure over the value of the headroom will cause a pressure on the revenue medium term financial plan.

Any slippage or re-profiling of budgets within the 5 year programme does not affect the headroom, as it focuses on the overall funding required over the life of the programme and not on an individual year basis.

## **2018/19 Capital Expenditure Position as at July 2018**

- The 2018/19 capital programme allocation now totals £51,209k. Capital expenditure incurred up to the end of July 2018 totalled £2,147k, which is extremely low at 4.2% of the overall budget. Whilst it is appreciated that a significant level of capital expenditure tends to be incurred in the third and fourth quarters of the financial year, and has been the trend for many years and is often unavoidable, this is particularly low. Considering, as well, the level of slippage which occurred in 2017/18, it is vital that budget holders forecast their outturn accurately. Project managers will be expected and obliged to continue to control their schemes robustly and monitor them closely to ensure accurate forecasting. Failure to do so has a detrimental impact on the Council's medium term capital planning.
- The forecast outturn position for the 2018/19 programme is currently estimated to be £49,438k (95.4% of available budget) as detailed in the following table. An update on the headline/ high value schemes is provided in the next section; Appendix B summarises the progress on the remainder of this year's programme.

Service Area	Approved Budget 2018/19	Forecast Outturn	Slippage	(Under)/Over Spend
	£000's	£000's	£000's	£000's
Education	14,205	13,171	(1,034)	0
Regeneration, Investment & Housing	24,359	23,796	(563)	0
People & Business Change	540	473	(67)	0
Adult & Community Services	195	195	0	0
Children & Young People Services	1,535	1,535	0	0
City Services	10,375	10,267	(107)	(0)
<b>TOTAL</b>	<b>51,209</b>	<b>49,438</b>	<b>(1,771)</b>	<b>0</b>

## Update on Headline/ High Value Schemes

### Education

- Within the 21<sup>st</sup> Century Schools Band A Programme, three of the original six project streams remain ongoing: Caerleon Lodge Hill Primary, Maes Ebbw Special School expansion, and Ysgol Gyfun Gwent Is Coed (YGGIC)/ John Frost School. All works are complete in relation to the Demountables, Nursery and Welsh-medium Primary programmes. The Caerleon Lodge Hill Primary rebuild is expected to be finished in September 2018 and handed over to the Council in October half term. Maes Ebbw is on target to be operational in the early part of 2019/20. At Ysgol Gyfun Gwent Is Coed the main construction has been completed, and it is just fixtures and fittings which are being completed. The school will be operational in September 2018.
- Newport Norse and the Education Department have been working closely together in order to robustly plan the 21<sup>st</sup> Century Schools Band B. Three schools have been identified as projects to be started in this financial year. Iscoed Secondary Band B (£554k), Bassaleg Secondary (£703k) and Whiteheads Primary (£285k). The monies will be spent on planning, consultation and fees. The five year programme has been re-profiled with the latest updated figures available, with the current 5 year capital programme still forecasting a spend of approximately £56m, with £14m expected to be spent in the next 5 year capital programme, beginning in 2023/24.
- Following approval by Cabinet, £1,100k has been made available for improvements to education assets and schools were asked to submit bids to secure funding allocations. These bids were considered on the criteria of safeguarding, enhancement, and whole school improvement, and 23 schools were successful in securing allocations ranging from £10k to £150k. All works will be completed by the end of the 2018/19 financial year, with four projects out of the 23 completed in 2017/18

### Regeneration, Investment and Housing

- Gypsy/ Traveller Site Development – following a retendering process which was carried out at the request of Welsh Government, Newport Norse have completed a new project budget which estimated a further overspend of £400k to the budget allocated already. Welsh Government has agreed to fund 50% of the additional costs funds, if Newport City Council agrees to match fund it.



The ground works are expected to start on site at the end of August 2018. Responsible officers must ensure that all Welsh Government funding is spent by the 31<sup>st</sup> March 2019, and that budget costs are tightly controlled, with robust forecasting to ensure that the costs come within the expected financial envelope and that any value engineering exercise has been undertaken where possible.

- The Renovation Grants budget, currently split between Disabled Facilities Grants (£1,199k) and Safety at Home (£300k) but can be flexed as necessary, is forecast to be fully spent this year in accordance with demand. The DFG budget is enhanced yet again by the ENABLE Support for Independent Living grant (£197k) awarded by Welsh Government.
- The redevelopment of 123-129 Commercial Street continues to progress well. The foundations of the new building are complete with the steel frame of the final structure beginning to be assembled. Pobl have confirmed they have drawn down the majority of their available Welsh Government funding to finance the progress to date. The Regeneration team are awaiting information on spend to date before releasing our contribution.
- Both HLF bids are progressing as planned. Market Arcade has completed the development stage for the project and the delivery stage has now been offered, and Newport City Council is in the process of being accepted via a cabinet member report. The bid for the Transporter bridge bid has been submitted and we are awaiting confirmation regarding whether we have been successful to move onto the next stage.
- Cabinet previously approved a loan facility in principle, for the development of Mill Street sorting office into a hotel and office, subject to due diligence and loan security. The plans for a hotel are no longer being pursued; therefore the financial appraisal would have changed. While the funding of the loan is still included on the capital programme, this is likely to change following further discussions with the developer.

### **People and Business Change**

- The IT System & Equipment Replacement Programme budget was reduced in 2018/19 from £225k to £150k in line with the SRS business case. However, slippage of £167k means that there is a total budget of £317k in 2018/19. Slippage of £67k is requested.

### **Adult and Community Services**

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

### **Children and Family Services**

- Three new homes – Following approval by cabinet, work has been ongoing to procure three new properties which will be suitable for using as Children's homes. Two properties have already been identified, with one property currently being purchased by the Legal department. Another property has also been identified as a potential suitable property, with work undergoing to find a third suitable property.

### **City Services**

- Fleet Replacement Programme – following a review a further £1,225k is being requested in addition to the £1,033k already in the programme. Work has established that over the next five years a total budget of £8,139k is required, this is a further £3,686k, which has been added to the Capital Programme and funded by capital receipts, received to date. Detailed work has been undertaken to understand the total requirement for the Fleet replacement, and whilst this may change slightly as demands change, such as moving more towards the use of Electric vehicles, all known requirements have been included. This additional budget has now been incorporated to the capital programme and has been included within the table calculating the headroom; this has reduced the

available headroom for the next five years by £3,686k. Further work will need to be undertaken on firming the profile for the next five years.

- Decriminalised Parking – The Council is looking to introduce Civil Parking Enforcement in 2019. Therefore it is anticipated that the majority of spend will appear in 2018/19 financial year. However, with draft and formal applications having to be submitted to Welsh Government and powers transferred through acts of Parliament, there are significant unknowns within the programme. The sign and line statutory review has commenced but the full extent and cost of sign and line renewals will not be known for some time, nor is it clear whether these works will be completed in 2018/19 as they are weather / contractor availability dependant. The forecast has assumed that a proportion of the work will carry over into 2019/20 together with some associated staff and equipment costs. It must be stressed that this is a best estimate and will be subject to reforecasting. It is anticipated at this time that the full budget will be required to deliver this project.
- Streetlighting LEDs – the scheme is on track, although it has been reprofiled across two financial years. Installation is expected to begin in January 2019. More accurate figures in terms of the split across the two financial years will be able to be given once tenders responses are received in October. Funding has been secured via Saalex with the ability to claim the cash for purchases made up to three months in advance.
- Schemes have been identified under the sub-headings of road safety, street-wide improvements and lighting column replacement, within the £500k annual budget allocation for Highways Capital Maintenance. Full spend is anticipated for 2018/19.

## Update on Capital Receipts

The table below shows the latest position in regards to capital receipts. Whilst no capital receipts have been received to date in 2018/19. £1.5m is forecast to be received this financial year. The table below also shows capital receipts held for Newport Unlimited, which are attributable to the previous joint arrangement between Newport City Council and Welsh Government. As previously reported to Cabinet, these funds are earmarked for city centre regeneration

Asset Disposed	Receipts Balance b/f	Receipts Received in Year	Total Available Receipts 2017/18
	£	£	£
<b>GENERAL CAPITAL RECEIPTS</b>			
Balance b/f from 2017/18	7,251,703		7,251,703
None received to date			
Total Committed – 21 <sup>st</sup> Century Schools			(3,451,793)
Total Committed - FRP			(3,734,200)
<b>Total Amount Uncommitted</b>			<b>65,710</b>
<b>NEWPORT UNLIMITED</b>			
Balance b/f from 2017/18	1,649,570		1,649,570
Total Committed from JV monies			(978,694)
<b>Total Amount Uncommitted</b>			<b>670,876</b>
<b>TOTAL NCC RECEIPTS (Uncommitted)</b>			<b>736,589</b>

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Overspend against approved budget	M	L	Regular monitoring and reporting of expenditure in accordance with the timetables set by Cabinet/Council should identify any issues at an early stage and allow for planned slippage of spend.	Corporate Directors / Heads of Service / Head of Finance
Programme growing due to unforeseen events	M	M	Good capital monitoring procedures and effective management of the programme should identify issues and allow for plans to defer expenditure to accommodate urgent works. Priority asset management issues are now being dealt with through a specific programme allocation.	Corporate Directors / Heads of Service / Head of Finance

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

The programme supports a large number of the Council's aims and objectives

## Options Available and considered

- To approve the changes to the Capital Programme and note the monitoring position as set out in the report, including the use of capital receipts.
- To note the current available headroom and prioritise future capital expenditure in order to maintain spend within the current affordability envelope.
- The Cabinet has the option not to put forward some or all of the changes to the Capital Programme set out in the report.

## Preferred Option and Why

- To approve the changes to the Capital Programme and note the monitoring position as set out in the report, including the use of capital receipts.
- Agree to prioritise capital expenditure to maintain spend within current affordability envelope.

## Comments of Chief Financial Officer

This report highlights a further increase in capital expenditure across the programme. The vast amount is funded through grants or section 106 fees, which do not impact on the overall affordability of the program. However where capital expenditure is funded by borrowing this headroom is decreased. As highlighted in the report the overall headroom we currently have across the programme is minimal,

therefore it is essential to prioritise capital expenditure which will use up the headroom. Capital Expenditure over and above this amount will mean a pressure on the revenue medium term plan and will need to be funded by savings elsewhere.

The overall monitoring position is looking positive, with only a small amount of slippage, following the re-profiling of the larger projects such as the Schools Band B programme. It is still early in the financial year and service managers need to provide robust monitoring in order for the Council to manage its cash flow and decision making process.

#### **Comments of Monitoring Officer**

There are no legal issues arising from this report.

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

There are no direct HR implications associated with the report.

The prioritisation of the capital spend will need to continue be considerate of the requirements of the Well-being of Future Generations Act

#### **Comments of Cabinet Member**

N/A

#### **Local issues**

As the report deals with the Capital Programme for the Authority as a whole, there are no local issues.

#### **Scrutiny Committees**

N/A

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

N/A

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

N/A

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

This update is against a backdrop of prolonged pressure on public services as a combination of reduced income, increased expectations, compliance with new legislation and the increasing costs of developing an affordable capital programme. Any changes to the capital programme will need to reflect and be consistent with the five principles underpinning the Wellbeing of Future Generation (Wales) Act 2015.

An effective capital programme enables the Council to support long term planning in line with the sustainable development principle of the Act.

#### **Consultation**

N/A

#### **Background Papers**

2018/19 Budget & Medium Term Financial Plan – February 2018  
Capital Programme Outturn 2017/18 – June 2018

Dated: 23<sup>rd</sup> August 2018

## APPENDIX A – Changes to Capital Programme

SCHEME	CAPITAL BUDGET						
	2018/19 Budget at Council	Additions/Re-profile July (September)	Additions/Re-profile September (November)	Additions/Re-profile November (January)	Final Adjustments (Outturn)	Adjusted Budget 2018/19	Potential Slippage
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
EDUCATION							
21C Schools - School Reorganisation - Lodge Hill New Build	4,351					4,351	(655)
21C Schools - Ysgol Gyfun Gwent Is Coed / John Frost School	1,958					1,958	
21C Schools - Special Sector Maes Ebbw	3,178					3,178	(378)
Iscoed Secondary Band B	554					554	
Bassaleg Secondary Band B	703					703	
Whiteheads Primary Band B	285					285	
21st Century Schools - Band B		100				100	
Jubilee Park Primary FF&E	87					87	
Glan Llyn FF&E Works	615					615	
St Gabriels RC Primary IT Replacement	10					10	
Pentrepoeth - IT Replacement	7					7	
John Frost School ICT Hardware Investment	52					52	
Blaen-y-Pant Bungalow (Educational Use)	60					60	
St Mary's Toilet Refurbishment	15					15	
Somerton Primary - ICT Equipment	12					12	
Feminine hygiene hardware & toilet facilities	34					34	
Lliswerry High (106 Funds)		172				172	
Reducing Classroom Size - Maesglas		521				521	
Reducing Classroom Size - St Woolos		580				580	

School Asset Improvements	890	21				911	
Prior Scheme Accruals						0	
<b>Total Education</b>	<b>12,811</b>	<b>1,394</b>	-	-	-	<b>14,205</b>	<b>(1,033)</b>
<b>REGENERATION, INVESTMENT &amp; HOUSING</b>							
Gypsy Traveller Site Development	2,736	400				3,136	0
HLF Market Arcade Townscape Heritage Scheme	562	(368)				194	
Indoor Market Facilities Improvements	48	(48)				0	
Civic Centre / Info Station Service Relocations	694					694	
Info Station NSA Enabling	479					479	
123 - 129 Commercial Street (Pobol Regen)	1,692	(446)				1,246	
City Deal	1,738					1,738	
Mill Street Development	12,000					12,000	
Disabled Facilities	1,200					1,200	
Safety at Home	300					300	
ENABLE Adaptations Grant		197				197	
Homelessness Grant	98					98	
Asset Management	1,901	48				1,949	
Flying Start Schemes	20	-20				0	
FS Maintenance 1819		30				30	
FS Shaftsbury Community Centre		185				185	
Central Library Structural Safety Works	663					663	(563)
Transporter Bridge		250				250	
Prior Scheme Accruals						0	
<b>Total R I &amp; H</b>	<b>24,131</b>	<b>228</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,359</b>	<b>(563)</b>
<b>PEOPLE &amp; BUSINESS CHANGE</b>							
IT Replacement Schemes	317					317	(67)
Corporate EDMS Rollout	13					13	

Replacement of High Volume Printing/ Copying Machines	210					210	
<b>Total P &amp; BC</b>	<b>540</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>540</b>	<b>(67)</b>
<b>ADULT &amp; COMMUNITY SERVICES</b>							
Telecare Service Equipment	30					30	0
Appliances/Equipment for Disabled	165					165	0
ICF Centrica Lodge Improvements						0	
<b>Total A &amp; CS</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>195</b>	<b>0</b>
<b>CHILDREN &amp; YOUNG PEOPLE SERVICES</b>							
3 New Homes	1,500	0		0	0	1,500	0
Oaklands Respite Home		35				35	
<b>Total C &amp; YP</b>	<b>1,500</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,535</b>	<b>0</b>
<b>CITY SERVICES</b>							
Fleet Replacement Programme	1,033	1,225				2,258	
Flood Risk Regulation Grant		91				91	
Local Transport Fund - Active Travel 2017/18	0					0	
Cemetery Infrastructure Improvements	138					138	
Peterstone Sewage Scheme	223					223	
Composting	665					665	
Docksway Cell 4 Development	1,301					1,301	
Decriminalised Parking	1,386					1,386	(86)
Update Facilities in Parks		56				56	
Decommissioning of Cemetery Office & Toilets	20	(10)				10	
Building Improvements to Lodges		80				80	
Small Scale Works Grant		34				34	
Road Refurbishment Grant Scheme	1,038					1,038	
Street Lighting LEDs	3,158	(1,658)				1,500	

Local Transport Fund - Active Travel Northern 2018/19		270				270	
Local Transport Fund - Active Travel Design 2018/19		243				243	
LTNF - ECO Stars		55				55	
Safe Routes - St David's RC Primary		84				84	
Gwastad Mawr Flood Attenuation Improvement Works		43				43	
Pye Corner Development Works	21					21	(21)
Road Safety and Training	49					49	
General Traffic Management	33					33	
Streetwide Improvements	224					224	
Street Lighting Column Replacement	230					230	
Lliswerry Recreation Ground Changing Rooms	181	162				343	
Prior Year Schemes						0	
<b>Total City Services</b>	<b>9,700</b>	<b>675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,375</b>	<b>-107</b>
<b>TOTAL EXPENDITURE</b>	<b>48,877</b>	<b>2,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,209</b>	<b>-1,770</b>
<b>Funded By:</b>							
General Capital Grant	2,465	0	0	0	0	2,465	0
Supported Borrowing	4,051	0	0	0	0	4,051	0
Unsupported/ Prudential Borrowing	26,388	(1,261)	0	0	0	25,127	0
Capital Receipts	4,092	1,225	0	0	0	5,317	0
External Grants	7,958	2,383	0	0	0	10,341	0
Revenue/ Reserve Contributions	2,573	182	0	0	0	2,755	0
S106 & Other Contributions	1,140	-197	0	0	0	943	0
Finance Lease	210	0	0	0	0	210	0
<b>TOTAL FUNDING</b>	<b>48,877</b>	<b>2,332</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,209</b>	<b>0</b>



## Appendix B – Update on Capital Programme

SCHEME	BUDGET 2018/19	ACTUAL 2018/19	FORECAST OUTTURN	TOTAL VARIANCE	SLIPPAGE	(UNDER/ OVER SPEND	COMMENT
<b>EDUCATION</b>							
21C Schools - School Reorganisation - Lodge Hill New Build	4,351	1,287	3,696	(655)	(655)	0	Costings finalised, scheme progressing, slippage expected due to delays and completion due in 18/19
21C Schools - Ysgol Gyfun Gwent Is Coed / John Frost School	1,958	77	1,958	0	(0)	0	Main Construction to be completed in 17/18, FFE due to be purchased in 18/19
21st Century Schools - Special Sector Maes Ebbw	3,178	89	2,800	(378)	(378)	0	Scheme commenced, tendering to take place in April
Iscoed Secondary - Band B	554	0	554	0	0	0	
Bassaleg Secondary - Band B	703	0	703	0	0	0	
Whiteheads Primary - Band B	285	0	285	0	(0)	0	
21 Century Schools - Band B	100	0	100	0	0	0	
Jubilee Park Primary FF&E	87	(14)	87	0	(0)	0	Majority spent in 17/18 It works to be done in 18/19 so anticipating 30k slippage
St Julian's High Building Improvements	0	(36)	0	0	0	0	17/18 Outstanding Accruals over 20K
Glan Llyn FF&E Works	615	1	615	0	0	0	FFE budget small amount needed this FY, majority to be spent when school opens.
St Gabriels RC Primary IT Replacement	10	0	10	0	(0)	0	Funded by school
Pentrepoeth	7	(6)	7	0	(0)	0	Funded by school
John Frost School ICT Hardware Investment	52	0	52	0	0	0	Slippage from 17/18
Blaen-y-Pant Bungalow (Educational Use)	60	1	60	0	0	0	Slippage from 17/18
St Mary's Toilet Refurbishment.	15	0	15	0	0	0	Slippage from 17/18
Somerton Primary - ICT Equipment	12	12	12	0	0	0	Slippage from 17/18

Feminine hygiene hard ward & toilet facilities	34	0	34	0	0		18/19 Scheme
Lliswerry High (S106 Funds)	172	0	172	0	0		18/19 Scheme
Reducing Classroom Size - Maesglas	521	0	521	0	0		Grant Funding
Reducing Classroom Size - St Woolos	580	0	580	0	0		Grant Funding
School Asset Improvements	911	(29)	911	0	0	0	2nd Yr of 2yr Scheme. Full Spend expected.
Prior Year Scheme Accruals	0	(333)	0	0	0	0	Prior year accruals/retentions under 20K waiting to be paid.
<b>Subtotal Education</b>	<b>14,205</b>	<b>1048</b>	<b>13,171</b>	<b>(1,034)</b>	<b>(1,034)</b>	<b>0</b>	
<b>REGENERATION, INVESTMENT &amp; HOUSING</b>							
Gypsy/ Traveller Site Development	3,136	76	3,136	0	0	0	Scheme ongoing.
HLF Market Arcade Townscape Heritage Scheme	194	(3)	194	0	0		
Indoor Market Facilities Improvements	0	(2)	0	0	0	0	Scheme delayed
Civic Centre / Info Station Service Relocations	694	(39)	694	0	(0)	0	Scheme progressing
Info Station NSA Enabling	479	25	479	0	(0)	0	Scheme progressing
123-129 Commercial Street (Pobol Regen)	1,246	0	1,246	0	0	0	Scheme progressing
City Deal	1,738	0	1,738	(0)	(0)	0	
Mill Street Development	12,000	0	12,000	0	0	0	Loan funding to be reviewed
Disabled Facilities	1,200	72	1,200	(0)	(0)	0	Ongoing scheme - full spend expected
Safety at Home	300	176	300	0	0		Ongoing scheme - full spend expected
ENABLE Adaptations Grant	197	60	197	0	0	0	Ongoing scheme - full spend expected
Homelessness Grant	98	0	98	0	0	0	
Asset Management	1,949	90	1,949	0	0	0	Scheme progressing as planned, full spend expected
FS Maintenance 1819	30	0	30	0	0		Scheme progressing as planned, full spend expected
FS Shaftsbury Community Centre	185	0	185	0	0		Scheme progressing as planned, full spend expected
Central Library Structural Safety Works	663	4	100	(563)	(563)	0	Mail sent to Mike Lewis

Transporter Bridge	250	0	250	0	0		
Prior Year Scheme Accruals		(176)	0	0	0		17/18 Outstanding Accruals under 20K
<b>Subtotal Regeneration, Investment &amp; Housing</b>	<b>24,359</b>	<b>284</b>	<b>23,796</b>	<b>(563)</b>	<b>(563)</b>	<b>0</b>	
<b>PEOPLE &amp; BUSINESS CHANGE</b>							
IT System & Equipment replacement	317	0	250	(67)	(67)	0	Allocation for 2017/18 to be spent as required, ongoing.
Corporate EDMS Roll Out	13	0	13	0	0	0	Scheme ongoing
Replacement of High Volume Printing/Copying Machines	210	0	210	0	0	0	3 year lease @ £70k per annum.
<b>Subtotal People &amp; Business Change</b>	<b>540</b>	<b>0</b>	<b>473</b>	<b>(67)</b>	<b>(67)</b>	<b>0</b>	
<b>ADULT &amp; COMMUNITY SERVICES</b>							
Telecare Service Equipment	30	0	30	0	0	0	Change in supplier has delayed the service causing slippage
Appliance/Equipment for Disabled	165	165	165	0	0	0	Ongoing Scheme one payment per year for management fee.
ICF Centrica Lodge Improvements	0	(12)	0	0	0	0	Scheme completed 17/18 supps only
<b>Subtotal Adult &amp; Community Services</b>	<b>195</b>	<b>153</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>CHILDREN &amp; YOUNG PEOPLE SERVICES</b>							
3 New Homes	1,500	0	1,500				Two potential homes been identified
Oaklands Respite Home	35	0	35				Scheme ongoing
	<b>1,535</b>	<b>0</b>	<b>1,535</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>CITY SERVICES</b>							
Fleet Replacement Programme	2,258	0	2,258	0	0	0	Annual allocation 17/18 - full spend forecast.
Flood Risk Regulation Grant	91	12	91				

Local Transport Fund - Active Travel 2017/18	0	(34)	0	0	0	0	17/18 Scheme supps only
Cemetery Infrastructure Improvements	138	12	138	0	0	0	Scheme ongoing.
Peterstone Sewage Scheme	223	(3)	223	(0)	(0)	0	Scheme currently being developed further, additional budget likely to be required.
Composting	665	427	665	0	0	0	New scheme.
Docksway Cell 4 Development	1,301	378	1,301	0	0	0	New scheme.
Decriminalised Parking	1,386	23	1,300	(86)	(86)	0	New scheme.
Update Facilities in Parks	56	0	56	0	0	0	New scheme.
Decommissioning of Cemetery Office & Toilets	10	1	10	0	0	0	
Building Improvements to Lodges	80	0	80	0	0	0	
Small Scale Works Grant	34	0	34	0	0	0	
Road Refurbishment Grant Scheme	1,038	0	1,038	0	0	0	
Street lighting LEDs	1,500	0	1,500	0	0	0	
Local Transport Fund - Active Travel Northern 2018/19	270	0	270	0	0	0	Scheme progressing as planned, full spend expected
Local Transport Fund - Active Travel Design 2018/19	243	0	243	0	0	0	Scheme progressing as planned, full spend expected
LTNF - ECO Stars	55	0	55	0	0	0	Scheme progressing as planned, full spend expected
Safe Routes - St David's RC Primary	84	0	84	0	0	0	Scheme progressing as planned, full spend expected
Gwastad Mawr Flood Attenuation Improvement Works	43	0	43	(1)	(1)	0	Scheme progressing as planned, full spend expected
Pye Corner Railway Station Development Works	21	0	0	(21)	(21)	0	Full spend of remaining WG funding anticipated this year on Japanese Knot Weed Treatment and Landscaping. (To be transferred to Rev).
Road Safety and Training 18/19	49	1	49	0	0	0	
General Traffic Management	33	(11)	33	0	0	0	
Streetwide Improvements	224	0	224	0	0	0	

Street Lighting Column Replacement	230	(6)	230	0	0	(0)	
Lliswerry Recreation Ground Changing Rooms	343	0	343	0	0	0	Scheme ongoing.
Prior Year Scheme Accruals	0	(137)	0	0	0	0	Prior year retentions waiting to be paid.
<b>Subtotal City Services</b>	<b>10,375</b>	<b>661</b>	<b>10,268</b>	<b>(107)</b>	<b>(107)</b>	<b>(0)</b>	
<b>TOTAL COST OF PROGRAMME</b>	<b>51,209</b>	<b>2,147</b>	<b>49,438</b>	<b>(1,771)</b>	<b>(1,771)</b>	<b>(0)</b>	

## Appendix C - Changes to the 5 year Programme

Report / Scheme Change	Funding Source	Service Area	18/19 Budget Change (£000's)	19/20 Budget Change (£000's)	20/21 Budget Change (£000's)	21/22 Budget Change (£000's)	22/23 Budget Change (£000's)	Total Budget Change (£000's)
<b>2018/19 budget - Outturn report to Cabinet</b>			<b>48,877</b>	<b>24,884</b>	<b>23,309</b>	<b>11,606</b>	<b>19,282</b>	<b>127,958</b>
21CS Band B	Slippage – re-profiled	Education	100	(276)	4,436	(4,389)	(2,164)	<b>(2,293)</b>
Llswerry High (S106 funds)	S106 monies	Education	172					<b>172</b>
Education Asset Improvement	Reserves	Education	21					<b>21</b>
Reducing classroom size grant - Maesglas	Grant	Education	521					<b>521</b>
Reducing classroom size grant - St Woolos	Grant	Education	580					<b>580</b>
Gypsy & Traveller site development	Grant/Borrowing (50%/50%)	RIH	400					<b>400</b>
ENABLE Adaptions Grant	Grant	RIH	197					<b>197</b>
HLF Market Arcade re-profile	Re-profile	RIH	(368)	479	178			<b>289</b>
123-129 Commercial Street	Re-profile	RIH	(446)					<b>(446)</b>
Flying Start Schemes	Grant	RIH	195					<b>195</b>
Transporter Bridge	Slippage	RIH	250	(250)				<b>0</b>
Oaklands Respite Home	Reserves	Adult & Community Services	35					<b>35</b>

Flood Risk Regulation Grant	Grant	City Services	91					<b>91</b>
Update Facilities in Park	I2S Reserve (Budget saving)	City Services	46					<b>46</b>
Building improvements to lodges	I2S Reserve (Budget saving)	City Services	80					<b>80</b>
Small Scale Works Grant	Grant	City Services	34					<b>34</b>
Local Transport Fund - Active Travel Northern 2018/19	Grant	City Services	270					<b>270</b>
Local Transport Fund - Active Travel Design 2018/19	Grant	City Services	243					<b>243</b>
LTNF - ECO Stars	Grant	City Services	55					<b>55</b>
Safe Routes - St David's RC Primary	Grant	City Services	84					<b>84</b>
Gwastad Mawr Flood Attenuation Improvement Works	Grant	City Services	43					<b>43</b>
Lliswerry changing rooms	S106 monies	City Services	162					<b>162</b>
Fleet Programme	General Capital Grant / Receipts	City Services	1,225	2,606	(732)	(408)	995	<b>3,686</b>
Streetlighting LEDs	Re-profile	City Services	(1,658)	1,719				<b>61</b>
<b>Updated Capital Programme</b>			<b>51,209</b>	<b>29,162</b>	<b>27,191</b>	<b>6,809</b>	<b>18,113</b>	<b>132,484</b>

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# Report

## Cabinet

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### Part 1

**Date:** 19<sup>th</sup> September 2018

**Item No:** 6

**Subject** **July Revenue Budget Monitor**

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

**Author** Strategic Finance Business Partner (SFBP) - Budget Strategy

**Ward** All

**Summary** As at July 2018, the Councils revenue budget is forecasting an underspend £876k before use of the Councils revenue contingency budget - £2.35m underspend including the use of the Councils general budget contingency.

The vast majority of Council service areas and activities are spending within their approved budgets; however, service areas forecast overspend is £5,347k, excluding schools. There are four areas which are key contributors to this overspend;

- (i) Children's out of area placements - £1,917k
- (ii) Special education needs - £1,377k overspend
- (iii) Adults community care - £975k overspend
- (iv) Independent fostering agencies - £592k overspend

These overspends have been balanced by underspending/ better income in non-service budget areas of £2,397k and the general and People services revenue contingency budgets of £3,673k;

- (i) Council tax benefit rebates – (£1,645k)
- (ii) Council tax surplus – (£350k)
- (iii) Other – (£402k)
- (iv) People Services risk contingency – (£2,200k)
- (v) General contingency – (£1,473k)

One off income of (£1,625k) has also been received in this current year and together, these contribute towards the overall underspend position of c£2.35m. The one-off income is significant as without it, the underspend would be £724k, with the Council having to utilise around half of its general revenue contingency budget to remain within budget.

In addition, budgets set by schools for 2018/19 will see them overspending their available funding by c£2.1m, inclusive of forecasted Welsh Government (WG) end of year grant

income, which will reduce a significant number of school's individual reserves to almost zero.

In summary:

- service area overspending is at unsustainable levels and whilst the overall forecast position is showing an underspend, this is mainly due to one off income and continued underspending in non-service budgets which cannot be guaranteed into the future;
- undelivered savings will cause pressures for future years budget setting if these remain undelivered;
- the vast majority of schools will spend more than their available funding in 2018/19.

**Proposal**

Cabinet is asked to:

- Note the overall budget forecast position including use of all budget contingencies to balance current forecast service overspending;
- Agree to instruct all areas of the Council to maintain robust financial management;
- Note the level of undelivered savings within each directorate and the risks associated with this;
- Note the forecast movements in reserves;
- Note the projected balances of individual schools over the next year.

**Action by**

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

- promote and ensure robust forecasting throughout all service areas;
- reduce service area over-spending;
- manage/ mitigate those projects that are unable to deliver required Medium Term Financial Plan (MTFP) savings.

**Timetable**

On going

This report was prepared after consultation with:

Strategic Directors  
Head of Finance  
Heads of Service  
Budget Holders  
Accountancy Staff

**Signed**

## Overview

1. The significant service area overspending and key issues reported in 2017/18 also feature as budget risks in 2018/19 -Children's out of area placements, Adults community care and special education needs.
2. As set out within appendix 1, 'Position by Directorate', service areas overall are projecting an overspend of £5,347k (exc. schools/ capital financing), matched by mitigating underspends in 'non-service' budgets and the Peoples and general revenue budget contingencies. The net underspend is a result of the unexpected / one-off income received from historical VAT claims, non-domestic rates (NDR) rebates and additional income from the crematorium service in this current financial year. Without these, the budget would be finely balanced. Reducing spend in the 3 areas noted must be key priorities in going forward as (i) non-service underspending cannot be guaranteed over the longer term (ii) they contribute to the budget challenge for 2019/20 and beyond, and (iii) actions to reduce spend will take time to implement.

## Key Areas Contributing to Position

3. The following section highlights the key areas that contribute to the overall Council position:
  - (i) on-going budget pressures on a small number of Council activities;
  - (ii) forecast delivery of 2018/19 savings (and previous years) to date;
  - (iii) other key emerging risks/ opportunities

### (i) On-going budget pressures

4. As highlighted within the overall dashboard (appendix 1) there are a very small number of areas which contribute £4.9m of the service area overspends.

Children's out of area residential placements	£1,917k
SEN	£1,377k
Adults community care	£975k
Independent fostering agencies	£592k

5. The level of forecast overspending within service areas has significant consequences for the Council's work on its medium term financial plan (MTFP). In the context of significant savings needed to be found, failure to stabilise and reduce spend permanently in these current areas of overspending will increase our budget challenge. Therefore, reducing these levels of on-going overspending to the minimum possible are key priorities in terms of financial management.

### (ii) Delivery of Medium Term Revenue Plan (MTRP) Savings:

6. Page 2 of the overall dashboard (appendix 1), '2018/19 forecast delivery of savings', shows good performance on achievement of savings with 94% of total savings forecasted for full delivery. The balance of almost £475k remains significant in financial terms and unless there is management action to mitigate, this will remain as a recurring issue and cause pressure in 2018/19 and beyond if they cannot be delivered at all.

### (iii) Other Emerging Risks/ Opportunities

7. Other emerging risks which have arisen due to increased demand during this year's monitoring are shown within appendix 1 – 'other significant variances'.

## Schools

8. The 'Schools' section of the overall dashboard (appendix 1) outlines the sectors that are forecasting negative balances at the end of the year and the trajectory of reserve movements over the last two years.
9. Forecast school balances as at 31st March 2019 highlights that most schools will have minimal balances at that time and the likelihood is that vast majority / all schools will have negative balances in 19/20; unless action to reduce spend / increase funding is taken.

## Use of reserves

10. Appendix 5 illustrates the planned movements in reserves throughout the year. Cabinet should note the opening balance as at 31<sup>st</sup> March 2018, forecasted planned transfers in/ (out) of reserves in 2018/19 and the forecast balance as at 31<sup>st</sup> March 2019. Current projections suggest that 12% of the Councils reserve will be used by the end of the financial year which is in line with planned and expected use. The general fund reserve is at the minimum level required (£6.5m) representing 2% of the overall net budget.

## Timetable

Ongoing

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Risk of overspending	H	M	Regular forecasting and strong financial management  Revenue budget contingency	
Poor forecasting	M	M	Better forecasting in non-service areas where large variances occurred in 16/17  Review and refinement in service areas of risk based predictive models  CX/HoF setting out clear expectations	AHoF  SFBP's and budget managers  CX / HoF

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

Strong financial management underpins services and medium term financial planning.

## Options Available and considered

In terms of the financial position and financial management, there are no options – service areas do need to bring about improvements in their financial management and work with finance support teams to

deal with base budget issues via a mixture of management action to manage issues and/or re-allocate budgets as appropriate.

### **Preferred Option and Why**

Given that there may be potential for service area overspending to worsen, Cabinet is asked to note the current position and the risks of this changing and decide what corrective action is to be taken to reduce the forecast overspend in the 4 main overspending areas as they have significant impact on the in-year financial management position as well as future year budget.

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

The current forecast points towards a finely balanced position and the underspend comes mainly from one-off sources. Bringing spend down as fast as possible in the 4 main overspending areas must remain a priority as they have significant impact on the in-year financial management position as well as future year budgets. The use of both revenue contingency budgets to balance the budget if it were not for the unexpected income is a concern and shows the scale of the Councils financial management challenge both this current year and in planning for 2019/20 and beyond.

Given the uncertainty on funding for next year's budget from WG and the significant budget challenge the Council faces, it is recommended that most of the current forecast underspend is kept back in case it is needed to contribute towards that budget. Any use of the underspend by Cabinet can only be for one-off expenditure.

### **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report, at this stage.

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

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

The report notes that any future reductions in funding will need to reflect and be consistent with the sustainable development principle's five ways of working in the Wellbeing of Future Generation (Wales) Act 2015.

### **Comments of Cabinet Member**

The current financial position is concerning and we need all Cabinet Members with Heads of Service to bring forward actions to address.

### **Local issues**

N/A

### **Scrutiny Committees**

N/A

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

N/A

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

N/A

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

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

## **Consultation**

N/A

## **Background Papers**

Dated:

- Appendix 1 Overall budget dashboard – July 2018
- Appendix 2 Revenue Summary Monitor – July 2018
- Appendix 3 Revenue Summary Monitor by Activity – July 2018
- Appendix 4 Schools Funding and Balances
- Appendix 5 Planned Movement in Reserves

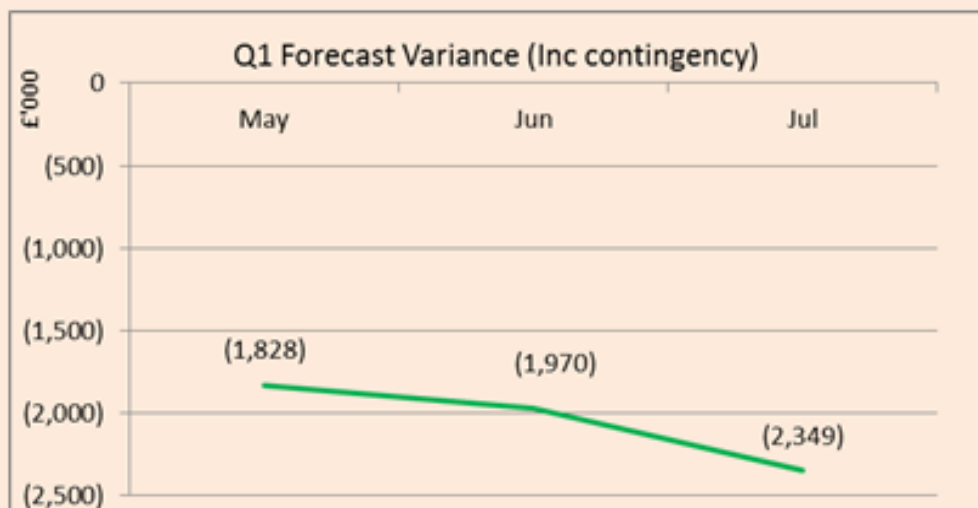
## Budget Monitoring Position – July 2018

## Position by Directorate

	Current Budget £'000	Forecast £'000	Variance £'000
People (exc Schools)	79,616	84,784	5,168
Place	32,933	33,238	305
Corporate	17,665	17,539	(126)
<b>Service Area Budget</b>	<b>130,214</b>	<b>135,561</b>	<b>5,347</b>
Schools	92,977	95,112	2,135
Service Area Budget (Inc Schools)	223,191	230,673	7,482
Schools - transfer from reserve	0	(2,135)	(2,135)
Non Service	49,931	43,708	(6,223)
<b>Total Budget (excluding contingency)</b>	<b>273,122</b>	<b>272,246</b>	<b>(876)</b>
General Contingency	1,473	0	(1,473)
<b>Total Budget (Including contingency)</b>	<b>274,595</b>	<b>272,246</b>	<b>(2,349)</b>

Detailed explanations can be found within service area dashboards

## Forecast History



## Position Summary

- Revenue budget forecasting £876k underspend (£2.35m inc contingency)
- Improvement of £379k since June
- One off income of £1.63m have contributed to the underspend – without this the forecast would be £749k overspend (£724k underspend inc contingency)

## Key areas contributing to position

- Forecast staff overspends of £418k
- Forecast undelivered 18/19 savings of £475k
- Significant overspending in three key areas:

Children's Out of Area Placements	£1,917k
Community Care	£975k
Special Education Needs	£1,377k

- Mitigated by non service area underspends:

Council tax benefit rebates	(£1,645k)
People Services risk contingency	(£2,200k)
One-off income (VAT reclaim, Crem)	(£1,625k)
Council tax surplus	(£350k)

## Risks

- Service areas are overspending at unsustainable levels
- Overall underspend due to one off income only
- Undelivered savings will cause pressures for future years budget setting if cannot be delivered at all
- Vast majority of schools forecast to spend more than their funding in 18/19
- School balances already increasingly/ going negative

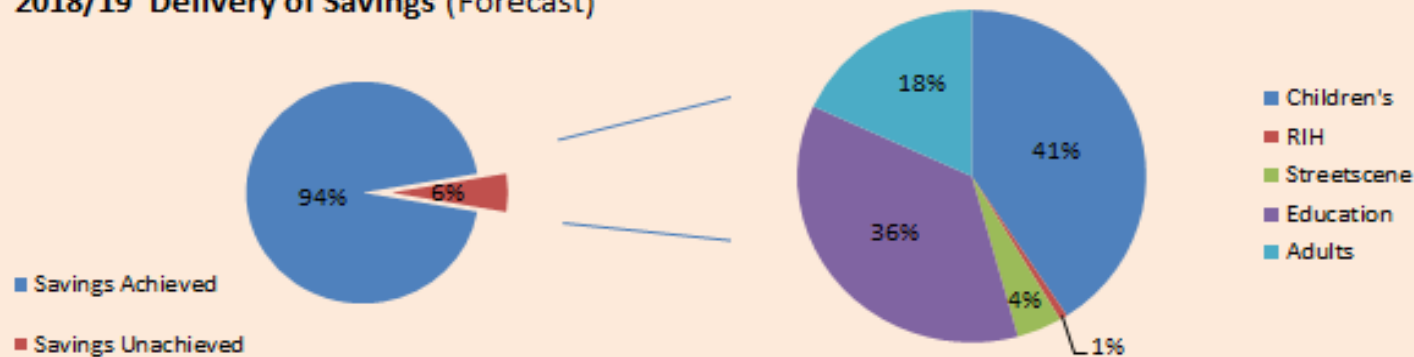
## Budget Monitoring Position – July 2018

### Staff Forecasts

Overall Staffing	Apr	May	Jun	Jul
Budget (£'000)	59,450	59,449	59,491	59,491
Forecast (£'000)	59,450	59,639	59,641	59,909
Variance (£'000)	0	189	149	418

- Staff budgets account for almost a quarter of the Council's net budget
- Current overspend of £418k equates to 0.7% variance against overall staff budget

### 2018/19 Delivery of Savings (Forecast)



- The first chart shows that 94% of the total savings are forecast for full delivery in 2018/19
- The second chart illustrates the areas where savings are forecast not to be delivered (6% of overall target)
- 2018/19 balance of £475k undelivered savings remains significant in financial terms
- This is in addition to £10k undelivered savings dating back to 2017/18

### Summary by Portfolio - 2018/19 only

	People £'000	Place £'000	Corporate £'000	Non Service £'000	Total 2018/19 £'000
2018/19 MTRP Target (£) Total	3,246	1,244	615	3,488	8,593
Forecast Savings to be Realised by Year End	2,794	1,221	615	3,488	8,118
Variation to MTRP Target	(452)	(23)	0	0	(475)
Variation % to MTRP Target	(0)	(0)	0	0	(0)



## Budget Monitoring Position – July 2018

### Risk Based Areas/ Budgets

	Annual Budget £'000	Forecast £'000	Variance £'000	Graph Reference
<b>Children &amp; Young People</b>				
Independent Fostering Agencies	1,294	1,886	592	I
Out of Area Residential	2,719	4,636	1,917	II
In House Fostering	2,810	2,814	4	
Kinship	1,096	932	(164)	
Looked after Children (LAC) Remand	0	1	1	
<b>Adult &amp; Community Services</b>				
Community Care - Residential	19,334	18,916	(418)	
Community Care - Supported Living	7,102	8,988	1,886	III
Community Care - Non Residential	9,027	9,934	907	IV
Community Care Income - Residential & Non Residential	(6,150)	(7,201)	(1,051)	
<b>Education</b>				
SEN Out of County - Local Authority	1,409	1,506	97	v
SEN Out of County - Independents	2,239	3,115	876	v
SEN Transport	1,454	1,594	140	
Breakfast Clubs	324	461	137	
Catering - Free School Meals	1,227	1,233	6	
Music Service	0	0	0	
<b>Regeneration, Investment &amp; Housing</b>				
Development Control Fees	(646)	(471)	175	
Building Control Fees	(234)	(183)	51	
Commercial & Industrial Properties Income	(1,189)	(1,234)	(45)	
<b>City Services</b>				
Commercial/ Asbestos Income	(1,074)	(1,268)	(194)	
Burial Fees	(612)	(612)	0	
Car Parking Income	(650)	(625)	25	

- Currently, in 2018/19, there are 25 budget areas identified at the start of the year by HoS as those areas that have the potential to be high risk or highly volatile. This list is reviewed on an on-going basis
- Although some of these areas are currently forecasting an underspend against budget, they continue to be monitored

## Budget Monitoring Position – July 2018

### Risk Based Areas/ Budgets (cont.)

	Annual Budget £'000	Forecast £'000	Variance £'000	Graph Reference
<b>Finance</b>				
Council Tax Benefit Rebates	12,597	10,976	(1,621)	
<b>Law &amp; Regulation</b>				
Public Protection	(1,040)	(1,129)	(89)	
Land Charges Income	(167)	(167)	0	
<b>Total Net Budget</b>	<b>50,870</b>	<b>54,102</b>	<b>3,232</b>	

- There are six budget 'hotspot' areas within the risk based monitoring which demonstrate the significant financial impact and risk that only a small number of areas pose to the financial position of the Authority (graph ref i – v)
- These areas alone contribute to c£4.8m of the service area overspends
- It is critical that managers take action to reduce the spend wherever possible

### Other Significant Variances

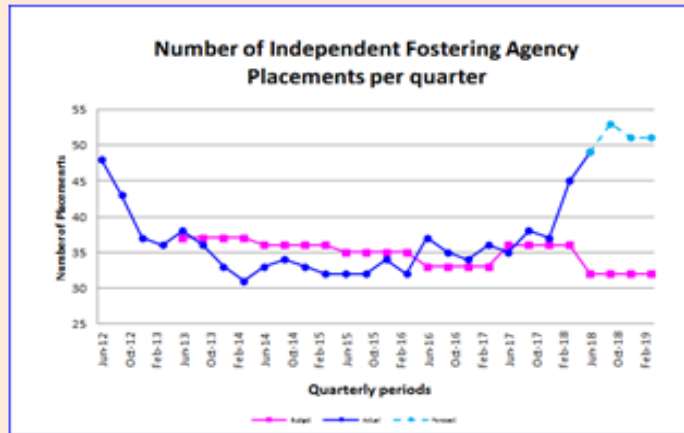
	Annual Budget £'000	Forecast £'000	Variance £'000
<b>Children &amp; Young People</b>			
Inter Agency Adoption	512	707	195
<b>Total Net Budget</b>	<b>512</b>	<b>707</b>	<b>195</b>

The following page highlights the non-financial cost drivers for the risk based areas such as pupil and service user numbers.

## Budget Monitoring Position – July 2018

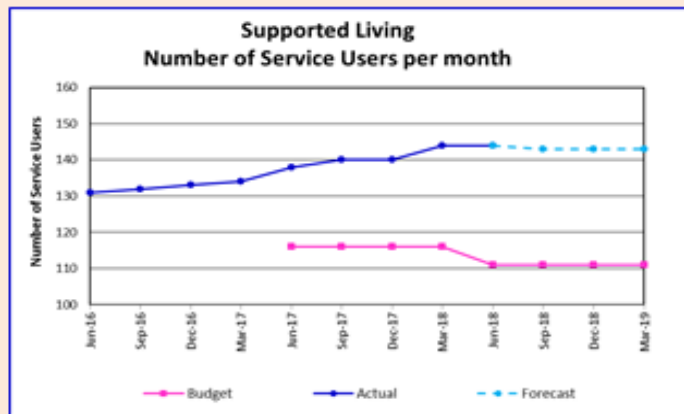
### Risk Based Monitoring graphs

(i) Independent Fostering Agencies



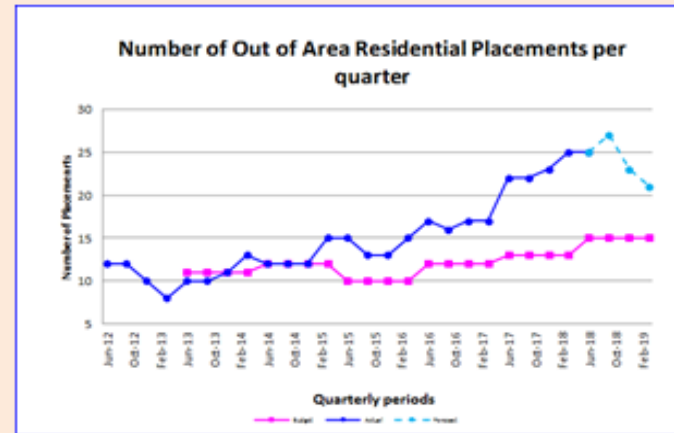
- The 2018/19 budget can afford 32 placements per month at an average cost. The current forecast has a total of 53 placements resulting in an overspend of £592k

(iii) Community Care – Supported Living



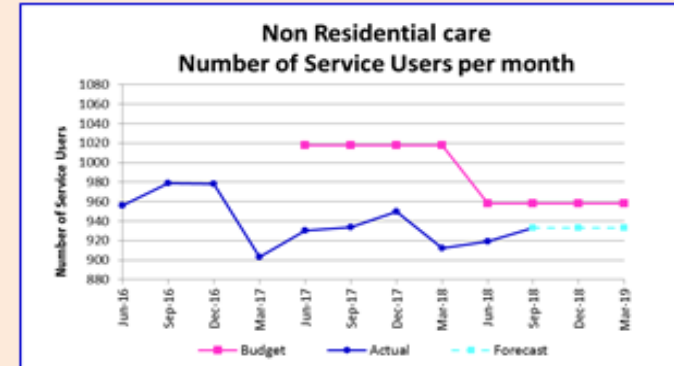
- Budget pressure identified at the start of 2018/19 in relation to costs of existing community care packages for the full year and costs of new packages where children move into adult services or adults move from aging family carers into supported living.

(ii) Out of Area (OOA) Residential Placements



- Budget can afford 15 placements per month at an average cost. There are currently 27 placements resulting in an overspend of £1.9m

(iv) Community Care – Non Residential

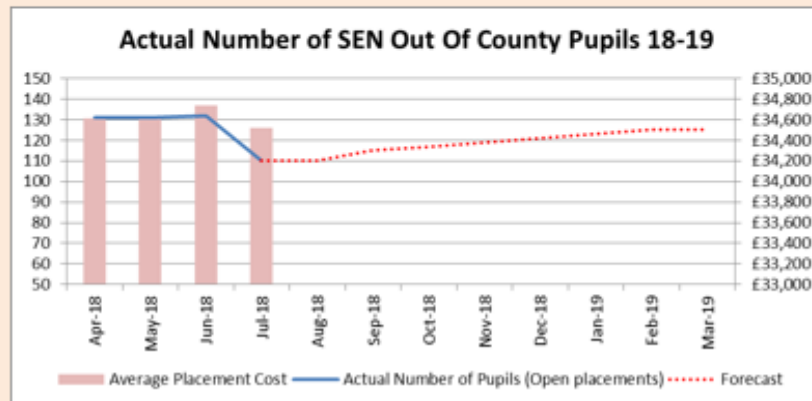


\*\* Due to changes in reporting average budget data is unavailable prior to April 2017.

## Budget Monitoring Position – July 2018

### Risk Based Monitoring graphs

(v) SEN Out of County Placements – Local Authority and Independent



- SEN OOC budget can accommodate 107 placements at an average cost of £34k
- 15% of total placements costing between £60k and £70k. One placement in particular costs the Authority £112k due to the complex needs of the individual

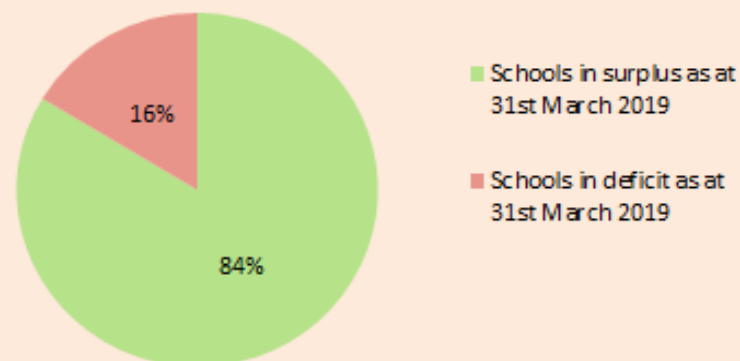
## Budget Monitoring Position – July 2018

### Schools

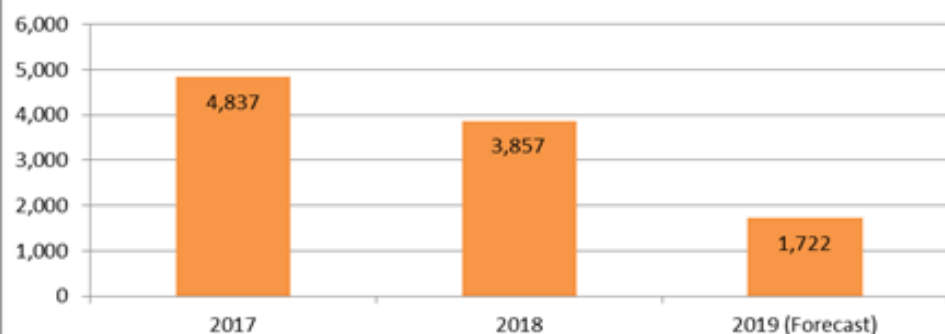
- The forecast overspending in schools for 18/19 includes an assumption of additional income from Welsh Government grant at the end of the year - therefore is a potential risk to these forecasts. Based on historic trends this has been assumed to be £1.3m, therefore, reducing the forecast in year overspending down to £2.1m
- Currently 9 schools forecasting negative balances at the end of the year (1 x nursery, 2 x primaries, 1 x special and 5 x secondary's). The cumulative, forecast deficit for these 9 schools is £1.6m. Forecast school balances as at 31st March 2019 highlights that most schools will have minimal balances at that time and the likelihood is that vast majority / all schools will have negative balances in 19/20 next year; unless action to reduce spend / increase funding is taken

Schools Forecasting Budget Overspends	July £'000
Kimberley Nursery	(34)
High Cross Primary	(9)
St. Woolos Primary	(20)
Newport High	(31)
Caerleon Comprehensive	(508)
Liswerry High	(614)
St Julians School	(197)
Ysgol Gyfun Gwent Is Coed	(35)
Maes Ebbw Special	(108)
<b>Total Net Budget</b>	<b>(1,556)</b>

Proportion of Schools Forecasting Negative Balances as at 31st March 2019



Balances held by Schools as at 31st March



Schools are forecasting an in year overspend of £2.1m therefore reducing the school balances from £3,857k to £1,722k as at the end of March 2019.

## APPENDIX 2 Revenue Summary Monitor – July 2018

	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Change Since Last Statement
	£'000	£'000	£'000	£'000	£'000
<b>Summary Revenue Budget 2018/19</b>					
<b>People</b>					
Children and Young People	22,400	22,400	24,557	2,157	(67)
Adult and Community Services	44,529	44,529	45,705	1,177	2
Education	14,561	12,687	14,522	1,835	(47)
Schools	93,262	92,977	95,112	2,135	(34)
	<b>174,752</b>	<b>172,593</b>	<b>179,896</b>	<b>7,303</b>	<b>(146)</b>
<b>Place</b>					
Regeneration, Investment and Housing	10,028	10,019	10,140	121	(25)
Streetscene and City Services	20,806	22,914	23,098	184	(6)
	<b>30,834</b>	<b>32,933</b>	<b>33,238</b>	<b>305</b>	<b>(31)</b>
<b>Chief Executive</b>					
Directorate	599	599	573	(26)	(6)
Finance	3,087	3,084	3,047	(37)	(16)
People and Business Change	6,989	7,080	6,966	(114)	(15)
Law and Regulation	6,904	6,902	6,953	51	(42)
	<b>17,579</b>	<b>17,665</b>	<b>17,539</b>	<b>(126)</b>	<b>(79)</b>
<b>Capital Financing Costs and Interest</b>					
Capital Financing Costs MRP	7,489	7,489	7,489	(0)	-
Interest Payable	9,085	9,085	9,085	(0)	-
Interest Receivable	(37)	(37)	(37)	-	-
Investment Props	-	-	-	-	-
PFI	8,543	8,543	8,543	(0)	-
	<b>25,080</b>	<b>25,080</b>	<b>25,080</b>	<b>(0)</b>	<b>-</b>
<b>Sub Total - Service/Capital Financing</b>	<b>248,245</b>	<b>248,271</b>	<b>255,753</b>	<b>7,481</b>	<b>(256)</b>
<b>Contingency Provisions</b>					
General Contingency	1,473	1,473	1,473	0	-
Restructuring / Other Savings	-	-	-	-	-
Centralised Insurance Fund	570	570	570	0	-
Non Departmental Costs	5	-	-	-	-
Other Income and Expenditure	3,168	3,149	(1,052)	(4,201)	(133)
	<b>5,216</b>	<b>5,191</b>	<b>991</b>	<b>(4,200)</b>	<b>(133)</b>
<b>Levies / Other</b>					
Discontinued Operations - pensions	1,592	1,577	1,533	(44)	-
Discontinued Operations - Ex Gratia Payments	2	2	3	1	-
Levies - Drainage Board, Fire service etc	8,330	8,346	8,361	15	-
Non distributed grants	-	-	-	-	-
CTAX Benefit Rebates	12,599	12,597	10,952	(1,645)	(24)
Extraordinary Items	-	-	-	-	-
Charity Rate Relief	-	-	-	-	-
	<b>22,523</b>	<b>22,521</b>	<b>20,849</b>	<b>(1,672)</b>	<b>(24)</b>
<b>Transfers To/From Reserves</b>					
Base budget - Planned Transfers to/(from) Reserves	(1,388)	(1,388)	(1,388)	0	0
Earmarked reserves: Queensbury Loan	-	-	-	-	-
Earmarked reserves: Transfer to/(from) Capital	-	-	-	-	-
Earmarked reserves: Transfer to/(from) Schools	-	-	(2,135)	(2,135)	34
Earmarked reserves: Transfer to/(from) Schools Redundancy	-	-	-	-	-
Invest to Save Reserve	-	-	1,174	1,174	(203)
Invest to Save Reserve (from)	-	-	(1,174)	(1,174)	203
	<b>(1,388)</b>	<b>(1,388)</b>	<b>(3,523)</b>	<b>(2,135)</b>	<b>34</b>
<b>Total</b>	<b>274,596</b>	<b>274,596</b>	<b>274,070</b>	<b>(526)</b>	<b>(379)</b>
<b>Funded By</b>					
WAG funding (RSG and NNDR)	(212,790)	(212,790)	(212,790)	-	-
Council Tax	(61,806)	(61,806)	(61,806)	-	-
Council Tax Surplus	-	-	(350)	(350)	-
<b>Total</b>	<b>0</b>	<b>0</b>	<b>(876)</b>	<b>(876)</b>	<b>(379)</b>

## APPENDIX 3 Revenue Summary Monitor by Activity – July 2018

	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Notes - Explanation as Required
	£'000	£'000	£'000	£'000	
<b>Summary Revenue Budget 2018/19</b>					
<b>People</b>					
<b>Children and Young People</b>	<b>22,400</b>	<b>22,400</b>	<b>24,557</b>	<b>2,157</b>	
SOC19 Pathway Team	1,597	1,624	1,586	(38)	
SOC20 Leaving Care	811	784	504	(281)	Budget pressure of £92k added into 18-19 budgets not being used due to lower than anticipated take up from When I'm Ready provision. Reduction in forecast supported lodging costs due to lower than expected numbers using this part of the Leaving Care Service, an expensive support package for one individual being withdrawn and retention of the 17-18 St Davids Day grant income (£29k) from Welsh Government for which spend has been subsequently identified.
SOC21 Sthwrk 16+ Homeless	26	26	26	-	
SOC22 LAC Family Contact	98	98	98	-	
SOC23 Child Safegrnd + Miss	139	139	119	(20)	
SOC24 Child + Fam Mgt Acct	311	370	295	(75)	Savings from Vacant SM [1.5 fte] for 8 months and lower costs for new SM as commencing at bottom of grade.
SOC26 Integ Fam Supp Serv	1,478	1,475	1,490	16	
SOC27 SE Wales Adoption	512	512	707	195	Forecast now includes provision for 12 placements to be made during 18-19.
SOC28 Child Protection	4,307	4,261	4,176	(85)	Savings from several vacant posts in across 7 teams.
SOC30 NCC Child Res	2,059	2,059	2,132	73	£24k of the MTRP saving requirement of £66k at the Oaklands respite unit is now unlikely to be achieved during 2018-19. Staffing costs have been increased slightly due to sickness cover at the unit and additional costs to cover the Unit Manager who has been seconded to an I2S scheme. Staffing savings are also required to be identified through a restructure at the Forest Lodge Residential Unit, the forecast for which has been increased as the reduction required is yet to be implemented.
SOC31 Out of Auth Res Plac	2,719	2,719	4,637	1,918	increased number of OOA residential placements, now up to 27 individuals
SOC32 Ind Foster Ag Plac	1,294	1,294	1,886	592	increased number of IFA placements, now up to 53 individuals, a net increase of 4 individuals this month
SOC33 In-House Fostering	4,084	4,084	4,104	20	
SOC34 Kinship Payments	1,096	1,096	932	(164)	Guardianship numbers seemed to have plateaued. A £144k Net MTRP pressure that has been added into 18-19 budgets appears now not to be required.
SOC35 Education Supp Team	118	118	118	0	
SOC36 Direct Pay Child Serv	161	161	168	7	
SOC37 S17 Child Dis Aid	30	30	30	-	
SOC38 Adoption Allowances	296	296	319	23	
SOC39 Child Safeguard	590	579	556	(24)	
SOC40 Youth Offending Service	675	675	675	0	

	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Notes - Explanation as Required
	£'000	£'000	£'000	£'000	
<b>Summary Revenue Budget 2018/19</b>					
<b>People</b>					
<b>Adult and Community Services</b>	<b>44,529</b>	<b>44,529</b>	<b>45,705</b>	<b>1,177</b>	
SOC1 Home Care + Extra Care	1,742	1,742	1,729	(12)	
SOC2 Older People Res Units	2,560	2,487	2,503	16	
SOC3 Supp Living Agency	690	690	681	(9)	
SOC4 Day Opportunities	1,237	1,230	1,230	(0)	
SOC5 First Contact	426	465	459	(5)	
SOC6 SMAPF	-	-	-	-	
SOC7 Integrated OT Total	623	623	580	(43)	
SOC8 Centrica Lodge Resp	222	222	237	15	
SOC9 Community Care Teams	1,899	1,942	2,159	218	see comment at 10.1
SOC10.1 Com care Residential Packages	17,988	17,988	18,071	83	A budget pressure of £861k has been identified at the start of 2018/19 in relation to costs of existing packages for the full year and costs of new packages where children move into adult services or adults move from aging family carers into supported living. The community care overspend has increased by £34k compared to last month. Following a thorough and comprehensive reconciliation if income forecasts a reduction in the expected amount has been offset by a reduction in care costs; -£247k Residential/Nursing, -£144k in Non-Residential and -£103k in Adult Placement/Shared Lives. There is also a further £100k saving for the reduction of service users currently in receipt of the former WILG payment. These reductions in care costs are despite an overall movement of service user numbers across community care of +11. This can be broken down as -2 in residential, -1 in Supported Living and +14 in Non-Residential services.
SOC10.2 Com care Supported Living Packages	6,642	6,642	8,694	2,052	see comment at 10.1
SOC10.3 Com Care Non Residential Packages	11,266	11,109	11,605	497	see comment at 10.1
SOC10.4 Com Care Packages Income	(8,394)	(8,243)	(9,293)	(1,051)	see comment at 10.1
SOC11 Community Care Packages-Mental Health	2,377	2,377	1,780	(598)	see comment at 10.1
SOC12 Frailty Pooled Budget	1,974	1,920	1,880	(40)	
SOC13 Adults Mgt Account	574	651	764	112	18-19 MTRP saving of £150k not being achieved offset by share of costs awarded re. Forge Care Homes Ltd & Others -£5k. Overachievement of MTRP - £8k. Health & Safety saving -£6k. DBS Fees saving -£16k, Telephones saving -£3k.
SOC14 Service Dev + Comm	917	839	876	38	
SOC15 Supporting People Gen	183	183	194	10	
SOC16 Adult Serv Cont Sup	1,072	1,120	1,030	(90)	Saving from reductions in contracts from Grants to various organisations
SOC17 Telecare Contract	82	82	55	(27)	
SOC18 Adult Safeguard Tot	449	459	472	13	



	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Notes - Explanation as Required
	£'000	£'000	£'000	£'000	
<b>Summary Revenue Budget 2018/19</b>					
<b>People</b>					
<b>Education</b>	<b>14,517</b>	<b>12,643</b>	<b>14,478</b>	<b>1,835</b>	
EDU2 School Based Counsel	206	206	206	-	
EDU3 Autistic Spectrum Disorder	-	-	-	-	
EDU4 Psychology Services	357	357	350	(6)	
EDU5 SEN Team	296	292	277	(15)	
EDU6 SEN Recoup OOC	3,149	3,149	4,274	1,125	Demand higher than budget. Projection includes £250k projected new placements from Sept18-Mar19. Income less than target, insufficient places to sell. Pressure paper submitted for 2019-20.
EDU7 SEN Equip & Resource	95	95	95	-	
EDU8 SEN Local Provision	156	159	411	252	Costs avoidance, in house provision at less than half the cost of sending Out of County. Bridge Achievement Centre provision costs.
EDU9 Inclusion Mngt Account	442	442	440	(2)	
EDU10 Education Welfare Service	344	344	353	9	
EDU11 Bridge Achievement Centre	728	1,013	1,242	229	Increase in demand, high levels of sickness (no budget cover). Currently under review.
EDU12 EIG-Education Improvement Grant	471	471	468	(2)	
EDU13 GEMS	(14)	(14)	(14)	-	
EDU14 Breakfast Clubs	324	324	460	136	Increase in number of breakfast clubs provision. Budget not increased in line with demand.
EDU15 School Meals Repairs & Maintenan	282	282	288	6	
EDU16 Educ Mngt-Mngt Team	200	249	247	(2)	
EDU17 Educ Mngt-Non Team	(394)	(443)	(495)	(52)	Schools Maternity credits higher than budget (Non-Del).
EDU18 Service Dev & Bus	225	199	196	(2)	
EDU19 School Admissions & Appeals	267	242	245	3	
EDU20 21CS Programme	84	84	85	0	
EDU21 Early Years & Integ	1,057	1,057	1,057	-	
EDU22 Redund & Superann	1,013	1,013	1,013	-	
EDU23 Joint Services	1,447	1,447	1,465	18	
EDU24 Transport	3,782	1,674	1,814	140	Demand higher than budget. Forecast to be confirmed once September contracts are confirmed, currently out to tender.
<b>Schools</b>	<b>93,306</b>	<b>93,021</b>	<b>95,156</b>	<b>2,135</b>	
EDU01 Schools	93,262	92,977	95,112	2,135	The forecast overspending includes an assumption of additional income from Welsh Government grant at the end of the year - therefore is a potential risk to these forecasts. Based on historic trends this has been assumed to be £1.3m, therefore, reducing the forecast in year overspending down to £2.1m
EDU1 Schools - Durham Road PFI	44	44	44	-	
<b>Total People</b>	<b>174,751</b>	<b>172,593</b>	<b>179,896</b>	<b>7,303</b>	

	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Notes - Explanation as Required
	£'000	£'000	£'000	£'000	
<b>Summary Revenue Budget 2018/19</b>					
<b>Place</b>					
<b>Regeneration, Investment and Housing</b>	<b>10,028</b>	<b>10,019</b>	<b>10,140</b>	<b>120</b>	
RIH1 Homelessness	871	733	688	(45)	
RIH2 Strategy & Dev	250	256	243	(13)	
RIH3 Housing Needs	709	837	810	(26)	
RIH4 Private Sector Housing	93	72	72	-	
RIH5 Com & Ind Portfolio	(976)	(1,144)	(1,128)	16	
RIH6 Provision Market	(133)	(200)	(115)	86	Overspends against building repairs and refuse expected also the NORSE notification of a rent under recovery also reported. Quarterly reconciliation of income delayed due to incomplete data from NORSE; client officer in discussions with colleagues at NORSE to resolve ahead of August monitor.
RIH7 Civic Centre Facilities Management	659	624	745	122	Overspends relate to grounds maintenance and refuse costs. In July period further overspends were reported; the main pressure being external fees for the modernised council project as well as additional costs relating to lift repairs and water rates.
RIH8 Station Buildings	365	342	302	(41)	
RIH9 Centralised Properties	3,896	4,190	4,096	(94)	Over recovery of profit share income relating to 2017/18.
RIH10 Carbon Reduction	328	327	293	(34)	
RIH11 Building Control	24	14	14	-	
RIH12 Plan & Dev Mngt Acc	114	114	153	39	External fees for the development of Newport Knowledge Quarter
RIH13 R+R Pooled Admin	44	48	49	2	
RIH14 Urban Regeneration	260	296	299	3	
RIH16 Development Mngt	314	299	460	161	Income under recovery expected (£176k), the number of large developments expected in year is lower than in previous years, offset in July by expected underspends on supplies and services budgets.
RIH17 Planning Pol & Imp	215	216	222	6	
RIH18 Local Dev Plan	72	72	72	-	
RIH19 Community Centres	194	193	209	17	
RIH20 Comm Dev Core	199	196	167	(29)	
RIH21 Youth Core	276	270	216	(54)	Transfer back of reserve balance agreed by Senior Finance Business Partner (£-41k), also underspends across manpower identified in July period.
RIH22 City Playschemes	91	93	93	-	
RIH23 Adult Education	(100)	(100)	(103)	(3)	
RIH24 Libraries	1,066	1,078	1,079	2	
RIH25 Museum & Art Gallery	397	403	402	(2)	
RIH26 Medieval Ship	73	66	66	(0)	
RIH27 Partnerships	174	174	172	(1)	
RIH28 Tredegar House & Grounds	399	399	399	-	
RIH29 14 Locks	21	21	21	-	
RIH30 Transporter Bridge	116	116	134	17	

	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Notes - Explanation as Required
	£'000	£'000	£'000	£'000	
<b>Place</b>					
RIH31 CD Communities First	1	-	-	-	
RIH32 Work & Skills Employ	(0)	-	-	-	
RIH33 Work & Skills Europe	-	-	-	-	
RIH34 Families First	-	-	-	-	
RIH35 Flying Start	1	-	-	-	
RIH36 Monwel	(7)	(6)	(21)	(15)	
RIH37 Youth	0	-	-	-	
30420 Ellen Ridge Site	14	14	14	-	
41065 Rivermead Centre	-	8	10	2	
41066 Cefn Wood Centre	-	-	7	7	
41070 Community Centre General	8	-	-	-	
<b>Streetscene and City Services</b>	<b>20,806</b>	<b>22,914</b>	<b>23,098</b>	<b>184</b>	
STR1 Env Serv	752	773	789	15	
STR2 Cemeteries	(494)	(494)	(478)	15	
STR3 Public Transport	1,104	1,099	1,084	(15)	
STR4 Asset Management	371	337	363	26	
STR5 Street Lighting	2,365	2,144	2,151	7	
STR6 Head of Service	(24)	303	294	(9)	
STR7 Traffic Mngt & Street	(36)	208	245	37	
STR8 Road Safety	212	182	154	(29)	
STR9 Leisure Trust	2,870	2,842	2,842	-	
STR10 Waste Disposal Site	(287)	(419)	(590)	(170)	Increased commercial income
STR11 Recycling	2,714	1,769	1,769	(0)	
STR12 Refuse Collection	2,540	3,023	3,121	98	Reduction in external trade waste income
STR13 HWRC	361	676	740	64	Increased recycle payments
STR15 Drainage Operations	662	654	615	(39)	
STR16 Fleet Management	2,139	2,106	2,093	(13)	
STR17 Grounds Maint	927	826	927	101	Unachieved grounds income
STR18 Highways	1,566	1,657	1,672	15	
STR19 SDR South Distrib Road	(115)	(116)	(42)	74	Delayed works from 17-18 and use of consultancy instead of staff for supervision
STR20 Off Street Parking	(278)	(298)	(312)	(14)	
STR21 Street Cleansing	1,510	1,599	1,607	8	
STR23 Depot Salaries	160	160	161	1	
STR24 Winter Maintenance	128	128	128	-	
STR25 Public Features	52	42	41	(1)	
STR26 Customer Services	1,491	1,533	1,514	(19)	
STR27 Benefits	115	73	104	30	
STR28 Home to School Transport	(0)	2,108	2,108	-	
<b>Total Place</b>	<b>30,834</b>	<b>32,933</b>	<b>33,238</b>	<b>304</b>	

## Summary Revenue Budget 2018/19

	April 18 Approved Budget	Current Budget	Projection	(Under) / Over	Notes - Explanation as Required
	£'000	£'000	£'000	£'000	
<b>Chief Executive</b>					
Dir€ CD100 Directorate	599	599	573	(26)	
<b>Finance</b>	<b>3,084</b>	<b>3,084</b>	<b>3,047</b>	<b>(37)</b>	
FIN1 Accountancy	2,060	2,060	2,048	(12)	
FIN2 Internal Audit	347	347	349	3	
FIN3 Purchase to Pay	(1)	(1)	(1)	-	
FIN3 Purchase to Pay	126	126	126	(1)	
FIN4 Strategic Procurement	100	100	95	(5)	
FIN4 Strategic Procurement	236	236	207	(29)	
FIN5 Council Tax & NNDR	58	58	72	14	
FIN6 Debtors	158	158	151	(7)	
<b>People and Business Change</b>	<b>6,990</b>	<b>7,080</b>	<b>6,966</b>	<b>(114)</b>	
PBC1 HR Strategy & Op	478	476	458	(18)	
PBC2 HR Emp Serv	502	432	400	(32)	
PBC3 Business Chg Improv	65	47	(106)	(154)	BIP Team Manager post vacant from mid July
PBC3 Business Chg Improv (£292k) / PBC4 Performance Mgt Plan (£69k)	360	300	400	99	BIP Team Manager post vacant from mid July
PBC5 Com Cohesion	7	7	25	18	
PBC6 Partnership	518	518	525	6	
PBC7 Partnership & Policy	495	501	504	3	
PBC8 Health and Safety	178	178	176	(2)	
PBC9 Social Services	233	233	233	-	
PBC10 Digital	245	245	242	(2)	
PBC11 Info Gov & Dev	162	216	182	(35)	
PBC12 Shared Res Serv	3,202	3,211	3,211	-	
PBC13 Document Services	257	257	282	24	
PBC14 Spatial Data Unit / PBC15 Gazetteer & Address / PBC16 Edu Info Sup Dev	286	459	436	(22)	
<b>Law and Regulation</b>	<b>6,906</b>	<b>6,902</b>	<b>6,952</b>	<b>50</b>	
LAW1 Comms & Market	595	564	566	3	
LAW2 Registrars	123	126	169	42	
LAW3 Demographic Services	519	553	532	(21)	
LAW4 Members Allowances	1,050	1,067	1,067	-	
LAW5 Electoral Reg	228	228	228	-	
LAW6 Legal	1,299	1,294	1,284	(10)	
LAW7 Land Charges	(117)	(117)	(117)	(1)	
LAW8 Insurance	881	881	839	(42)	
LAW9 Comm Safety	744	744	873	129	£64K reduction in CCTV income based on confirmed contracts for 18/19. Also includes £14K unachieved savings and £19K vacancy provision. Due to the delayed implementation of a restructure includes £19K salary for the Anti-Social Behaviour Manager and £32K for a fixed term EHO. Additional £7K savings due to a delay in recruiting to the Fixed Term EHO post and the resignation of an Anti-Social Behaviour Liaison Officer.
LAW10 Environmental health	991	969	964	(5)	
LAW11 Trading Standards	724	724	749	25	
LAW12 Licensing	(131)	(131)	(202)	(71)	Increase in income forecast throughout the year based on trends and outturn in previous years.
<b>Total Chief Executive</b>	<b>17,579</b>	<b>17,665</b>	<b>17,538</b>	<b>(127)</b>	

## APPENDIX 4 – Schools Funding and Balances

	Opening Balance 31/03/18	Movement In Reserves (Budget overspend) 2018/19	Closing Balance 31/03/19	Final Funding 2018/19
School	£	£	£	£
Fairoak Nursery	16,527	(8,630)	7,897	201,747
Kimberley Nursery	(15,122)	(18,939)	(34,061)	269,375
<b>Total Nursery Schools</b>	<b>1,405</b>	<b>(27,569)</b>	<b>(26,164)</b>	<b>471,122</b>
Alway Primary	49,365	(15,241)	34,124	1,412,135
Caerleon Lodge Hill Primary	42,035	(11,781)	30,254	938,128
Charles Williams Cw Primary	134,136	(43,128)	91,008	1,605,780
Clytha Primary	30,213	(10,031)	20,182	773,078
Crindau Primary	169,288	(56,399)	112,889	1,298,984
Eveswell Primary	254,930	(121,157)	133,773	1,409,638
Gaer Primary	33,244	7,044	40,288	1,474,579
Glan Usk Primary	47,265	(30,598)	16,667	1,944,247
Glasllwch Primary	68,103	(60,884)	7,219	698,725
High Cross Primary	31,456	(40,664)	(9,208)	896,982
Jubilee Park Primary	46,499	(21,290)	25,210	802,372
Langstone Primary	88,510	(44,316)	44,193	1,012,559
Llanmartin Primary	44,324	(42,662)	1,662	751,087
Liswerry Primary	48,883	(30,987)	17,896	1,915,823
Maesglas Primary	27,081	(13,719)	13,362	913,580
Maindee Primary	35,101	(12,182)	22,919	1,556,413
Malpas Church In Wales Primary	69,915	(25,172)	44,743	1,117,831
Malpas Court Primary	74,068	(39,695)	34,373	1,045,556
Malpas Park Primary	55,804	(35,680)	20,124	741,088
Marshfield Primary	77,780	(38,663)	39,117	1,285,794
Millbrook Primary	95,198	(57,115)	38,083	953,667
Milton Primary	21,097	16,169	37,266	1,507,464
Monnow Primary	145,753	(62,056)	83,696	1,362,574
Mount Pleasant Primary	22,136	(20,289)	1,847	788,515
Pentrepoeth Primary	49,759	(36,277)	13,482	1,304,659
Pillgwenlly Primary	151,884	(92,511)	59,373	2,068,572
Ringland Primary	22,225	32,741	54,966	1,009,806
Rogerstone Primary	41,201	(30,656)	10,545	1,984,012
Somerton Primary	45,520	(26,097)	19,423	636,707
St. Andrews Primary	38,248	(36,989)	1,259	2,131,012
St. Davids Rc Primary	72,110	(45,704)	26,406	677,322
St. Gabriels Rc Primary	36,762	(16,254)	20,508	537,246
St. Josephs Rc Primary	39,655	1,024	40,679	649,305
St. Julians Primary	183,548	(1,388)	182,160	1,961,361
St. Marys Rc Primary	68,693	(30,918)	37,775	1,155,344
St. Michaels Rc Primary	20,602	(20,297)	305	683,577
St. Patricks Rc Primary	45,578	(2,294)	43,284	678,687
St. Woolos Primary	6,800	(27,014)	(20,214)	1,007,940
Tredegar Park Primary	76,756	20,845	97,601	1,438,975
Ysgol Gymraeg Bro Teyrn	164,795	(63,244)	101,551	574,901
Ysgol Gymraeg Casnewydd	93,607	2,736	96,343	1,094,659
Ysgol Gymraeg Ifor Hael	130,492	(31,979)	98,513	664,105
<b>Total Primary Schools</b>	<b>3,000,418</b>	<b>(1,214,772)</b>	<b>1,785,646</b>	<b>48,464,789</b>
Bassaleg School	317,850	(307,994)	9,856	6,871,773
Newport High	15,410	(46,007)	(30,597)	4,891,004
Caerleon Comprehensive	(109,030)	(398,780)	(507,810)	5,980,959
The John Frost School	81,748	(68,017)	13,731	5,387,172
Llanwern High	138,830	(57,370)	81,461	4,432,875
Liswerry High	(255,561)	(358,519)	(614,080)	3,729,805
St Josephs R.C. High	179,172	(192,289)	(13,117)	5,673,165
St Julians School	237,305	(434,375)	(197,069)	6,983,164
Ysgol Gyfun Gwent Is Coed	142,361	(177,716)	(35,355)	914,000
<b>Total Secondary Schools (inc Post 16)</b>	<b>748,086</b>	<b>(2,041,067)</b>	<b>(1,292,980)</b>	<b>44,863,917</b>
Maes Ebbw Special	(13,993)	(94,292)	(108,285)	3,576,567
Bryn Derw	121,524	(90,000)	31,524	970,463
<b>Total Special Schools</b>	<b>107,532</b>	<b>(184,292)</b>	<b>(76,761)</b>	<b>4,547,030</b>
Assumed additional grant and other compensation		1,332,879		
<b>Total</b>	<b>3,857,441</b>	<b>(2,134,823)</b>	<b>1,722,618</b>	<b>98,346,858</b>

## APPENDIX 5 – Planned Movement in Reserves

Reserve	Balance at 31-Mar-18	Planned movements in year											Balance at 31-Mar-19	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Council Fund:	(6,500)													(6,500)
Balances held by schools for future use	(3,857)												2,135	(1,722)
<b>Earmarked Reserves:</b>														
Insurance Reserve	(1,594)													(1,594)
MMI Insurance Reserve	(602)												300	(302)
Health & Safety	(16)												16	-
Music Service	(124)												89	(35)
Education Achievement Service	(92)												-	(92)
Schools Redundancies	(708)													(708)
Friars Walk	(8,405)												500	(7,905)
European Funding I2A & CFW	(173)												16	(157)
Metro Bus	(9)												9	-
Pay Reserve	(1,418)													(1,418)
NEW - GEMS Redundancies	(78)												78	-
<b>SUB TOTAL - RISK RESERVES</b>	<b>(13,219)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,008</b>	<b>(12,211)</b>
Capital Expenditure	(5,761)												704	(5,057)
School Works	(347)			100									15	(232)
School Reserve Other	(924)												924	-
Investment Reserve	(966)												475	(491)
Invest to Save	(9,557)												1,174	(8,383)
Super Connected Cities	(554)												128	(426)
Landfill (fines reserve)	(345)													(345)
Usable Capital Receipts	(8,901)												2,928	(5,973)
NEW - Streetscene Manager Support	(200)												100	(100)
<b>SUB TOTAL - ENABLING RESERVES</b>	<b>(27,555)</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,448</b>	<b>(21,007)</b>
STEP School Computers	(357)												357	(0)
Municipal Elections	(54)												(37)	(91)
Local Development Plan	(599)												101	(498)
Glan Usk PFI	(1,605)												10	(1,595)
Southern Distributor Road PFI	(44,515)												340	(44,175)
NEW - Building Control	(48)												27	(21)
<b>SUB TOTAL - SMOOTHING RESERVES</b>	<b>(47,179)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>798</b>	<b>(46,381)</b>

Reserve	Balance at 31-Mar-18	Planned movements in year											Balance at 31-Mar-19	
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		Mar
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Works of art	(21)													(21)
Theatre & Arts Centre	(232)													(232)
Cymorth Income	(33)												33	-
Blaen Y Pant Remodelling (Formerly Pupil Referral Unit)	(60)												60	-
Gypsy and Traveller Site	(7)												2	(5)
Homelessness Prevention	(38)													(38)
Environmental Health - Improve Air Quality	(49)													(49)
Refurbishment of a Children / Older People Homes	(62)				8			18					36	-
Apprenticeship Scheme	(84)												35	(49)
City Economic Development Reserve	(90)												45	(45)
Welsh Language Standards	(174)												60	(114)
YS Dilapidation Costs Information Shop	(41)												41	-
Port Health	(8)												(5)	(13)
Customer Relationship Management (CRM) Project	(681)												681	-
Welsh Community Care Information System (WCCIS)	(38)		36	2									-	-
NEW - Events	(190)												190	-
NEW - MTFP Reserve	(2,715)												300	(2,415)
NEW - Development of Leisure Masterplan	(15)												15	-
NEW - Voluntary Sector Grants	(66)												44	(22)
NEW - Bus Wifi	(35)												18	(17)
<b>SUB TOTAL - OTHER RESERVES</b>	<b>(4,639)</b>	<b>-</b>	<b>36</b>	<b>2</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,555</b>	<b>(3,020)</b>
<b>RESERVES TOTAL</b>	<b>(102,948)</b>	<b>-</b>	<b>36</b>	<b>102</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,944</b>	<b>(90,840)</b>

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# Report

## Cabinet

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### Part 1

**Date:** September 2018

**Item No.** 7

**Subject** **Annual Review of the Well-being Objectives and Improvement Plan 2017-18**

**Purpose** To inform Cabinet of the progress in meeting the Council's Well-being Objectives and delivery of the Improvement Plan 2017-18.

**Author** Head of People and Business Change  
Senior Policy and Partnership Officer  
Senior Performance Management Officer

**Ward** All

**Summary** The Council is subject to duties under the Local Government Measure 2009 and the Well-being of Future Generations (Wales) Act 2015. The Local Government Measure requires local authorities to set its own improvement objectives. The Well-being of Future Generations Act requires local authorities to set and publish well-being objectives. Improvement objectives are published as part of the Council's Improvement Plan and well-being objectives are part of the Council's Corporate Plan.

This annual report outlines progress the council has made to date in achieving the Well-being Objectives and the goals set out in the Improvement Plan 2016-18. This is the first year for reporting progress of the well-being objectives and the second year for reporting progress of the goals in the 2016-18 Improvement Plan.

**Proposal** **To consider the content of this report and recommend the report to Council.**

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

**Timetable** Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors (People and Place)
- Heads of Service

**Signed**

## **Background**

The Council is subject to duties under the Local Government Measure 2009 and the Well-being of Future Generations (Wales) Act 2015. The Local Government Measure requires local authorities to set its own improvement objectives. The Well-being of Future Generations Act requires local authorities to set and publish well-being objectives. Improvement objectives are published as part of the Council's Improvement Plan and well-being objectives are part of the Council's Corporate Plan.

The Act states each public body is required to report on the progress it has made in meeting its well-being objectives for the preceding financial year. Annual Reports must be published as soon as possible, but no later than 31 March. In preparing the report public bodies must review their well-being objectives. Public bodies need to demonstrate that:

- their well-being objectives are contributing to the achievement of the wellbeing goals;
- they are taking all reasonable steps to meet their well-being objectives; and
- their well-being objectives are consistent with the sustainable development principle

The purpose of the Improvement Plan is to enable the authority to evidence that it has discharged its duty to make arrangements to secure continuous improvement (Local Government Measure 2009).

The eight Improvement Objectives were selected by Cabinet in January 2016 after consideration of consultation responses and reflect the eight most voted for themes of the consultation. The eight Improvement Objectives relate directly to the priorities of the Corporate Plan 2012-17.

Each authority must make arrangement for the publication of the Improvement Plan assessment by 31<sup>st</sup> October in the financial year following the financial year to which the information relates.

### **Current position**

The Council's Corporate Plan 2017-2022 outlines the steps it will take to achieve its well-being objectives as required by the Well-being of Future Generations (Wales) Act 2015. The Act states that well-being objectives must be set to maximise our contribution to the national well-being goals.

The Improvement Plan 2016-18 was based on the key themes that formed the Corporate Plan 2012-17. In April 2016, full Council approved eight Improvement Objectives for 2016-18 to demonstrate the council's commitment to continuous improvement as set out in the Local Government measure 2009. The objectives were chosen through consultation and represent areas that the citizens of Newport want the council to focus on.

The Improvement Objectives are aligned with and contribute to the achievement of the Well-being Objectives which were agreed by Cabinet in March 2017.

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

### **Progress**

The Council's Well-being Objectives for Newport were agreed in March 2017 and were published as part of the Council's Corporate Plan in November 2017. This annual report clearly shows how each well-being objective is consistent with the sustainable development principle and five ways of working. Progress has been made against each of the well-being objectives and the steps outline how each area has performed over the last 12 months and how they contribute to the well-being goals.

The Improvement Plan 2016-18 has been successful during the second year and has achieved an overall rating of 'Green – good'. 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 2017/18 is assessed as being 'good', with most Improvement Objectives performing well.

### **Financial Summary**

There are no direct financial implications from this report. Any financial implications associated with service planning and other activities will be subject to separate reports.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
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

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

## Options Available and considered

- 1) To recommend the report to Council
- 2) Not to recommend the report to Council

## Preferred Option and Why

**The preferred option is Option 1** – recommending the report will enable the Council to fulfil its statutory duty and to publish the report within specified dates.

## **Comments of Chief Financial Officer**

There are no direct financial implications arising from this report.

## **Comments of Monitoring Officer**

There are no specific legal issues arising from the Report. Although the Council has separate statutory duties in relation to continuous improvement under the Local Government Measure 2009 and also in relation to well-being objectives under the Well-being of Future Generations (Wales) Act 2015, a single integrated process of performance monitoring will provide a more streamlined and robust approach to performance management. The improvement and well-being objectives are closely aligned under the over-arching Corporate Plan and the delivery will be underpinned through individual service plans.

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

There are no direct staffing issues arising from this report.

This is the first annual review of the well-being objectives and the first time both the well-being objectives and improvement plan have been reviewed on a joint basis and in one report. This report outlines the progress the council has made in achieving all objectives, contributing towards the well-being goals and consideration of the sustainable development principle. Much work has been undertaken to date and improvements have been made across all areas.

This annual review has considered the expectations of the Future Generations Commissioner and the requirements from all statutory guidance.

## **Comments of Cabinet Member**

The Leader of the Council has been consulted on the development of this report.

## **Local issues**

Not applicable

## **Scrutiny Committees**

Service plans are monitored through the Scrutiny process.

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

An Equality Impact Assessment was completed for the Improvement Plan 2016-18.

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

Not applicable.

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

The Council must report progress it has made in meeting its well-being objectives on an annual basis and demonstrate how these steps are improving the local area and contributing to the national well-being goals. The Improvement Plan objectives align with the well-being objectives and the well-being goals.

This annual report is an opportunity to demonstrate the extent to which objectives are being met and how we have applied the five ways of working.

## **Crime and Disorder Act 1998**

Not applicable

## **Consultation**

Heads of Service have been consulted on the annual review of the well-being objectives and the Improvement Plan.

## **Background Papers**

Cabinet Report: Improvement Plan 2016-18 (11/04/16)

Council Report: Improvement Plan 2016-18 (26/04/16)

Cabinet Report: Wellbeing of Future Generations (20/03/17)

Cabinet Report: Annual Review of the Improvement Plan 2016-17 (13/09/17)

Cabinet Report: Improvement Plan Quarter 1 Update (18/10/17)

Cabinet Report: Corporate Plan 2017- 2022 "Building on Success, Building a Better Newport" (15/11/17)

Council Report: Corporate Plan 2017- 2022 "Building on Success, Building a Better Newport" (28/11/17)

Cabinet Report: Improvement Plan Quarter 2 Update (17/01/18)

Cabinet Report: Improvement Plan Quarter 3 Update (18/04/18)

Cabinet Report: Performance Monitoring: Improvement Plan and Well-being Objectives (18/04/18)

Dated:





# Annual Review of the Well-being Objectives and Improvement Plan 2017-18

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## Introduction

This annual report outlines progress the council has made to date in achieving the Well-being Objectives and the goals set out in the Improvement Plan 2016-18. This is the first year for reporting progress of the well-being objectives and the second year for reporting progress of the goals in the 2016-18 Improvement Plan.

The Council's Corporate Plan 2017-2022 outlines the steps it will take to achieve its well-being objectives as required by the Well-being of Future Generations (Wales) Act 2015. The Act states that well-being objectives must be set to maximise our contribution to the national well-being goals.

The Improvement Plan 2016-18 was based on the key themes that formed the Corporate Plan 2012-17. In April 2016, full Council approved eight Improvement Objectives for 2016-18 to demonstrate the council's commitment to continuous improvement as set out in the Local Government measure 2009. The objectives were chosen through consultation and represent areas that the citizens of Newport want the council to focus on.

The Improvement Objectives are aligned with and contribute to the achievement of the Well-being Objectives which were agreed by Cabinet in March 2017.

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

## Summary

The Council's Well-being Objectives for Newport were agreed in March 2017 and were published as part of the Council's Corporate Plan in November 2017.

This annual report clearly shows how each well-being objective is consistent with the sustainable development principle and five ways of working. Progress has been made against each of the well-being objectives and the steps outline how each area has performed over the last 12 months and how they contribute to the well-being goals.

The Improvement Plan 2016-18 has been successful during the second year and has achieved an overall rating of 'Green – good'. 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 2017/18 is assessed as being 'good', with most Improvement Objectives performing well. A key area of excellent progress is 'supporting young people into education, employment or training'. The year-end performance for each objective was reported to Cabinet in July; [click here](#) to read the report.

Each of the eight Improvement Plan objectives are linked to the Well-being Objectives as listed below:

### **Well-being Objective 1: To improve skills, educational outcomes and employment opportunities**

Improvement objectives 4 - City regeneration and development

Improvement objective 5 - Supporting young people into education, employment or training

Improvement objectives 6 - Ensuring the best education outcomes for children

### **Well-being Objective 2: To promote economic growth and regeneration whilst protecting the environment**

Improvement objective 4 - City regeneration and development

Improvement objective 7 - Increasing recycling

### **Well-being Objective 3: To enable people to be healthy, independent and resilient**

Improvement objective 1 - Improving independent living for older people

Improvement objective 2 - Ensuring people have the right social services to meet their needs

### **Well-being Objective 4: To build cohesive and sustainable communities**

Improvement objective 3 - Ensuring people have access to suitable accommodation

Improvement objective 4 - City regeneration and development

Improvement objective 8 - Improving outcomes for youth justice

## **Progress against objectives**

The following outlines the progress made for each of the well-being objectives and improvement objectives.

### **Well-being Objective 1: To improve skills, educational outcomes and employment opportunities**

This well-being objective contributes to the well-being goals: a prosperous Wales, a more equal Wales and a Wales of cohesive communities. The Wales We Want Future Generations Report states that children need to be given the best start in life from very early years, and that the well-being of all depends on reducing inequality and a greater value on diversity. Through the highest standards of education and skills development, we can help children in Newport reach their potential, increase their employment opportunities and prosperity later in life. Through an emphasis on improving skills and educational outcomes we will also be promoting equality of opportunity and contributing to a more equal Wales. In addition, we will be up-skilling and strengthening the workforce to the benefit of industry and society in Newport and Wales as a whole.

This well-being objective will be good for Newport because:

**Long Term** - Economic forecasts have identified future trends such as the increasing skills demands of employers and the contraction of unskilled and semi-skilled occupations. This could present a potential local and regional skills shortage for employers in the medium and longer term. In order to remain competitive the Newport workforce will need to respond to the skills demands of modern industry and services.

**Prevention** – The Community Well-being profile points to pockets of deprivation and significant variances of opportunity and quality of life between different areas of the city. Newport will need to make sustained progress in tackling NEET (not in education or employment) rates, youth unemployment, and skills attainment and relevance if future generational cycles of poverty are to

be avoided. Addressing skills requirements will prevent potential skills shortages in the future that could inhibit economic growth.

**Integration** – This objective complements and supports our other well-being objectives: education and employment are key determinants of health; a skilled workforce will support business growth and help attract inward investment; good education and employment opportunities will help maintain cohesive communities.

**Collaboration** – Successful achievement of this objective will require collaboration with partners including schools, further and higher education, training providers, employers, JobCentre Plus and Careers Wales.

**Involvement** – Engagement with businesses and the education sector will be key to ensuring the most appropriate education and training offer is available.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
<p>Improve school attainment levels to ensure best educational outcomes for children</p>	<p>The June 2018 Key Stage 4 school prediction for the Level 2 inclusive indicator was 60.6%, against a 2017 performance of 55.5%.</p> <p>The Local Authority has held monthly Intervention Plan Monitoring (IPM) meetings with schools that have been categorised as 'red' and in need of the highest level of EAS support. Currently 4 schools are categorised red.</p> <p>Half termly Education Improvement Board (EIB) meetings have been held for schools categorised as amber. 5 schools are currently categorised amber and this is expected to reduce in Autumn 2018.</p>
<p>Support young people into education, employment and training</p>	<p>Schools were provided with their unverified NEET data and the YEPF Coordinator worked with all Secondary Schools, Coleg Gwent, Careers Wales, PRU, Social Services and Learning Providers to ensure as many young people as possible had a positive progression.</p> <p>Aspire to Achieve project allocation meetings took place in all 8 Secondary Schools and the PRU.</p> <p>The Children &amp; Young People's strand of Families First has continued to support young people at risk of disengaging from education, training or employment. The focus has been on achieving positive outcomes from project participants through both 1:1 work and group work interventions. Where additional support needs have been identified youth work staff have provided appropriate levels of intervention, for example we have picked up a number of referrals relating to CSE which has involved both 1:1 and</p>

Steps	Progress
	<p>group work interventions.</p> <p>Direct work with Careers Wales has been carried out to ensure data and tracking systems are in place and working effectively to track all young people on transition. This has meant offering 16-17 year olds learning opportunities to enable them to reengage into education, employment or training opportunities.</p>
<p>Reduce inequalities in education by improving educational outcomes for pupils disadvantaged by poverty</p>	<p>Statutory target setting and progress towards targets monitoring has a specific focus on the attainment of Free School Meal (FSM) learners enabling the Local Authority to challenge individual schools on performance of pupils disadvantaged by poverty. The use of the Pupil Deprivation Grant (PDG) by schools has been monitored by Challenge Advisors on behalf of the Local Authority.</p>
<p>Improve basic skill levels and increase personal capacity to assist more people to enter sustained employment, training or education</p>	<p><b>Inspire 2 Work</b> is continuing to establish itself in Newport. Project staff continue to conduct outreach and have been striving to make contact with young people, identified by Careers Wales, as having no destination. I2W have established a referral route within the job centre and have a weekly drop-in service to ensure our services are promoted.</p> <p>We had requests for First Aid training and we were able to subcontract out to a local provider recommended by Newport Community Learning. We expect 2 qualification outcomes from this specifically for I2W clients.</p> <p>During 2017/18 there were 17 enrolled participants, with 9 young people actively engaging.</p> <p><b>Inspire to Achieve Project Outcomes:</b>  34 enrolled participants  31 participants gaining qualifications  12 participants gaining in education/training  9 participants gaining employment</p> <p><b>Apprenticeships</b>  Year 2 of the contact with ALS delivering apprenticeships (including Essential Skills Wales) within the care sector across Newport, Torfaen, Cardiff &amp; Monmouthshire in both the public and private sectors. We are currently working with 11 individuals offering support and guidance to complete a qualification.  We are in the process of agreeing terms with the Coleg Gwent Consortium. We are currently working with RSL's with a view to delivering Community Development and Sports &amp; Leisure apprenticeships across the City.</p> <p><b>Cardiff City Region Skills for the Future Programme</b>  Working with the City Deal to develop a programme to support skills</p>

Steps	Progress
	<p>development across the region and support local businesses to engage in employing apprentices.</p> <p><b>Journey 2 Work (ESF)</b> The Journey 2 Work business plan was approved in October 2017 with the WEFO Grant Offer Letter confirming delivery for 3 years from 1st November 2017. The operation was approved to be delivered across Newport, Monmouthshire and Cardiff by Newport City Council, Monmouthshire Housing Association and Cardiff City Council. Newport have currently received 41 referrals, initial assessments are being carried out to determine eligibility and the most appropriate source of support.</p> <p><b>Skills @ Work (ESF)</b> The Skills@Work Development Group has been meeting regularly to develop the Business Plan. WEFO have offered the operation a proposed delivery period up until December 2022, approval is hoped to be achieved by early Summer 2018.</p>
<p>Produce and implement a strategy for the delivery of Adult Community Learning and lifelong learning opportunities</p>	<p>NCC has continued to deliver both the Inspire to Work and Inspire to Achieve programmes.</p> <p>The following outcomes have been achieved by the Communities for Work programme:</p> <p>Priority 1 (25+) &amp; Priority 3 (16-24 yrs) 73% - Engagement Rate 150% - Entering sustainable employment 98% - Engagement rate P3 69% - Entering sustainable employment P3</p>
<p>Development of digital skills through support for schools and community IT programmes including a Digital Inclusion Charter</p>	<p>Work with Digital Communities Wales through Digital Newport group to promote free wifi locations and use of the Digital Inclusion Charter.</p>
<p>Improve school attendance, reduce exclusions and improve safeguarding and well-being</p>	<p>Primary head teachers were consulted with and have agreed to a 6 month trial period of the Primary School Managed Move Protocol with a view to reduce primary school exclusions. Revision of the secondary school managed move protocol is underway with central Education and school-based staff.</p> <p>Primary School attendance for 2017/18 was 94.7%, an increase of 0.3% on the previous academic year. Secondary School attendance for 2017/18 was 93.6%, an increase of 0.4% on the previous academic year. The rates of attendance improved during 2017/18 and were supported by a city wide programme of improving practice linked to the Callio process, continuation of a termly</p>

Steps	Progress
	attendance forum, increased use of Fixed Penalty Notices and media campaigns. Individual schools we set challenging attendance targets which were tracked and challenged.

**5. Supporting young people into education, employment or training – Excellent – Green Star**

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 contributes to ‘A prosperous Wales’, ‘A Wales of cohesive communities’ and ‘A more equal Wales’ Well-being Goals for Wales.

**This objective is rated green star - excellent;** All actions and measures are on track.

**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 contributes to ‘A prosperous Wales’, ‘A Wales of cohesive communities’ and ‘A more equal Wales’ Well-being Goals for Wales.

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

**Well-being Objective 2: To promote economic growth and regeneration whilst protecting the environment**

This well-being objective contributes to the well-being goals: a prosperous Wales, a resilient Wales, a globally responsible Wales and a Wales of vibrant culture and thriving Welsh Language. The Wales We Want Future Generations Report states that investing in growing our local economy is essential for the well-being of future generations and living within global environmental limits, managing our resources efficiently and valuing our environment is critical. This Well-being Objective addresses both these issues. Our intended focus on the innovative renewable energy and digital sectors which build on existing strength, offer opportunities for growth and seek to protect the environment will contribute to creating a prosperous Wales, a resilient Wales and a globally responsible Wales. The objective recognises that protecting our green infrastructure and our heritage / cultural assets is fundamental to our tourism economy, as well as contributing to health and well-being and supporting our inward investment offer.

This well-being objective will be good for Newport because:

**Long Term** –The objective seeks to create prosperity and quality of life for the people of Newport now and in the future. Identified growth sectors, including renewables and technology, are key to rebalancing the city’s economic activity for the longer term and moving away from current over-reliance on the public sector. The objective encourages investment in future proofing the city’s infrastructure in areas such as road, rail maintenance and flood defences, while potential transformational investment projects as part of the City Deal and Great Western Cities look



forward over 20 years. Growing the city’s tourism economy has the added benefit of protecting the city’s natural and heritage assets for the long term.

**Prevention** – Regeneration and economic growth will reduce risks of city decline, particularly in the city centre, and help prevent increased unemployment / reduced quality of life.

**Collaboration** – Working in collaboration with Welsh Government, business, education and training providers and Natural Resources Wales will be essential to achieving this objective. Working with City Deal and Great Western Cities partners will optimise economic benefits for Newport and the region.

**Integration** – Integration with Newport’s Economic Growth Strategy, the Local Development Plan and all our Well-being Objectives.

**Involvement** – Engagement activity pointed to a desire for more city centre investment and for more job opportunities. Looking after the city’s green infrastructure was also one of the most frequently cited “wants” for the future.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
Specialise in high value business growth	The project to bring Cardiff University’s National Software Academy into the Information Station continues on programme. The Council is also assessing feasibility for a Digital Business Improvement district for Newport which will further stimulate and support its fast-growing digital ecosystem.
Grow the economy as part of the wider region – collaboration for competition	Newport City Council has played an instrumental role in developing the Regional Regeneration Plan for the Cardiff Capital Region (CCR). The council is also currently leading the development of a sites and premises strategy for the CCR.
Promote and innovate for entrepreneurship, support indigenous development	Continue roll out of Business Development Grants to support new or existing businesses with the cost of renting property, relocation, equipment or shop front improvements.
Create an economic environment to support population growth	The city retains an enviable 6 year supply of housing land with significant new house building underway across the city. The erosion of the Severn Bridge Tolls will increase demand and also pressure on house builders to bring housing completions forward with Newport identified as Britain's fastest-moving property market early in 2018. Ongoing schemes at 123-129 Commercial Street, 4-5 Market Street and Griffin Island are either completed or progressing, increasing the supply of quality housing across a range of tenures available in the city centre.
Deliver a digital strategy with improved connectivity in the city with access for citizens, partners and businesses	Successful Local Full Fibre Network bid for Newport, Monmouthshire, Torfaen, Blaenau Gwent which will bring more high speed connectivity to the area.

Steps	Progress
	Promotion of Gigabit Voucher scheme to businesses.
Recognise and promote the importance of fast, reliable and frequent public transport links for the connectivity of the city	Upgrades to the RTPI system in Newport City Bus station are being implemented for public transport information to promote the use of bus services around the city and for users to plan their journeys. Consultation is taking place with Transport for Wales on improvements to infrastructure and optimum route planning for future connectivity improvements.
Maintain our focus on regenerating the city centre to become one of the UK's top cities	Regeneration of the City Centre continues apace as evidenced in recent announcements concerning a number of key buildings. The Chartist Tower refurbishment is at preliminary stages and the Council is engaged with a developer seeking to redevelop the indoor market. The Council was successful in securing stage II delivery funding for the refurbishment of the Market Arcade. Ongoing schemes at 123-129 Commercial Street, 4-5 Market Street and Griffin Island are either completed or progressing, increasing the supply of quality housing across a range of tenures available in the city centre.
Maximise environmental opportunities	The development of schemes to reduce our Carbon emissions has progressed well. The Council have undertaken renewable energy and building efficiency studies and are now embarking on a major building energy efficiency and renewable energy programme. The council have also implemented electric vehicles, public facing charging infrastructure and are working towards a plan to support active travel and electric vehicles further.
Work with communities and schools on a range of countryside, biodiversity and recycling related matters	2 weekly volunteer groups. Public Rights of Way volunteers and the Conservation Volunteers (~90 days). Over 40 outdoor education/forest schools sessions/events took place during 2017/18.
Increase household recycling and divert waste from landfill	<p>We have continued monitoring the recycling tonnage collected – in 17/18 the recycling tonnage collected from the kerbside has gone over the 17,000 tonnes mark for the first time, with an overall increase of 2.7% compared to last year.</p> <p>Also, a trial to provide recycling options for residents living in the city centre, via bag collections, started by the end of 17/18, and response from residents has been very positive so far.</p> <p>Diversion from landfill to Energy from Waste has continued as planned; performance for the year has been 6.3%, exceeding the target of 7%.</p> <p>We are also working a new Waste Strategy - a report with the recommendations from the Scrutiny Committee has been sent to the Cabinet Member for Streetscene for considerations; at the same time, options have been presented to SLT prior to Cabinet Member proposal. Further steps will be taken at the beginning of 2018/19 so the Strategy can be formally approved as soon as possible.</p>

Steps	Progress
Protect and promote local built and natural assets and cultural heritage	<p>Successful Stage 1 application to the Heritage Lottery fund for a major grant to Repair, Restore and interpret the Transporter Bridge.</p> <p>Newport City Council have a range of leaflets which are used to promote its natural assets, these are available at events.</p> <p>Working in partnership with the Living Levels Partnership.</p>
Support compliance within reputable businesses and investigate rogue traders to maintain a fair and safe trading environment	<p>The service underwent a restructure; the effect of this will be to better support business compliance and rogue trader investigation. The teams have been aligned with these objectives at their core.</p> <p>The teams continue to carry out complex and 'normal' investigations. Officers have worked on investigations covering the following types of rogue trading:</p> <ul style="list-style-type: none"> <li>• Selling counterfeit products</li> <li>• Unlicensed trading</li> <li>• Animal health and welfare</li> <li>• Selling dangerous electrical products</li> <li>• Selling dangerous and falsely described food</li> <li>• Doorstep traders deceiving vulnerable consumers</li> <li>• Retailers deceiving customers</li> <li>• Sellers of illicit tobacco</li> </ul> <p>A number of these cases have resulted in formal action; examples are below:</p> <ul style="list-style-type: none"> <li>• Two traders in counterfeit goods were prosecuted in April 2017; one was sentenced to 6 months imprisonment to be served immediately; whilst the other was sentenced to a 6 months' imprisonment to be suspended for 2 years and complete 200 hours community service. The value of the criminality was agreed at £155,000. [Special Investigations Team]</li> <li>• Two traders at a high street shop sold falsely described wedding dresses and were responsible for 129 complaints; the value of the fraud put to the court was £22,000; they were sentenced to 12 month suspended sentences. [Special Investigations Team]</li> </ul> <p>Officers continued to inspect high risk food businesses as defined by the Food Law Code of Practice. 100% of A and B (the highest risk) rated premises were inspected (5 and 75 inspections respectively) and 88% of C rated premises were inspected (261 inspections). This performance exceeded that committed to our Service Plan. In addition funding from the Food Standards Agency was utilised to inspect 48 D rated premises that had not been inspected for some time. Inspections provide the opportunity to support reputable businesses and take</p>

Steps	Progress
	<p>appropriate enforcement action against those posing a risk to customer's health.</p> <p>Officers undertook project-based Health &amp; Safety interventions such as (cooking) gas safety in catering premises and beverage gas safety. One intervention resulted in legal action being taken against the business for non-compliance with a notice requiring improvements.</p> <p>Significant compliance work has been carried out dealing with the licensed trade; particularly in relation to the late night economy and complying with taxi conditions. This has resulted in licence reviews, prosecutions and partnership work with the sector. 291 risk rating inspections were undertaken at licenced premises; this included audits at all high risk premises within the City Centre. 27 significant issues were found at city centre premises and they were all resolved. Officers completed audits late in the night and participated in 11 operations with Gwent Police and other agencies so as to help promote a safe and vibrant night life within Newport. Officers processed 3,000 applications in the year. [Licensing Team]</p> <p>Private Hire Operators who go beyond both statutory and council requirements are now rewarded for their efforts via a bronze, silver and gold reward scheme, rewarding those reputable businesses. 338 Private Hire and Hackney Carriage vehicles were inspected by the officers to ensure that both drivers are licenced and vehicles meet standards. [Licensing Team]</p> <p>Officers from across the teams continue to use the Proceeds of Crime Act as an investigative tool and a way of bringing income to the council. During the year one rogue tobacco trader was ordered to pay back £255,000 following a confiscation hearing and a rogue builder was ordered to pay back £200,000 [Scam Busters Team and Special Investigations Team]</p> <p>The council operates the Buy With Confidence scheme, a trader assurance scheme supported by over 50 Trading Standards authorities around the UK. Every business who is a member of the scheme is vetted by Trading Standards, so consumers have increased confidence in engaging with the business. During 2017/18 the Section had 7 approved businesses in the scheme. 1 gardener, 1 stair lift company and 5 vehicle sales businesses. [Consumer Protection Team]</p> <p>The Fake Free Newport Campaign resulted in increased awareness of the dangers of counterfeit goods. 25 businesses joined the scheme; there were many prevention messages released; and 240 pupils entered a poster competition. [Consumer Protection Team]</p>

Steps	Progress
	<p>Officers participated in a number of multi-agency Action Days; outcomes of the days have included enforcement, penalty notices, seizures, inspection advice and compliance checks at businesses such as scrap metal collectors, retailers and builders. [Licensing Team and Consumer Protection Team]</p> <p>Officers monitor animal feed importations into Newport Docks. 6 consignments were assessed; one of which was found to have high levels of toxin – remedial action was taken. [Industrial and Animal Health Team]</p> <p>The Street Trading Consent Policy was reviewed to make the running of temporary events such as the Food Festival more economically viable for organisers. [Licensing Team]</p>

#### 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’ as well as contributing to ‘A prosperous Wales’, ‘A resilient Wales’, ‘A globally responsible Wales’ and ‘A Wales of vibrant culture and thriving Welsh Language’ Well-being Goal for Wales.

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

#### 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 contributes to ‘A globally responsible Wales’, ‘A prosperous Wales’ and ‘A resilient Wales’ Well-being Goal for Wales.

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

#### Case Study: Regenerating the City Centre

City regeneration continues to be a priority for Newport and contributes to many of the well-being goals. Newport has continued to make significant progress as a result of its growing stature as a place to live, work and invest. This positivity is reflected in the decision to review and refresh the existing City Centre Masterplan in 2017/18, in the wake of the completion of Friars Walk and the successful Vibrant and Viable Places programme delivery. The draft Masterplan shifted away from a traditional zone/usage approach to identify a number of key catalytic ‘Areas of Focus’ that could drive investment and development over the duration of the plan. These Areas of Focus are premised on a number of projects that have the potential to act as economic accelerators for the City Centre and efforts through 2017/18

were concentrated on securing these anchor development schemes. With the ongoing contraction of retail continuing to see many properties left empty, these projects largely focus on re-purposing key vacant and under-utilised property to encourage diverse new uses able to better exploit the wider economic opportunities presented to the city as a result of key infrastructure improvements such as the removal of the Severn Bridge tolls, electrification of the south Wales main line, and the development of the Welsh International Convention Centre.

These catalytic projects include both commercial and residential developments. 2017/18 saw the Council broker a deal to enable redevelopment of the 16 storey Chartist Tower to bring a hotel, conference facilities and new office and retail space to the city centre. This key facility will not only see the tallest building in the city re-activated, but will deliver a regionally-significant package of investment bringing hundreds of jobs in the construction and hospitality sectors.

Newport was also successful in securing Heritage Lottery Funding for the refurbishment of its historic Market Arcade, with the long term ambition of using it to provide incubation and start up space for entrepreneurs. Securing the unique built heritage of the city, and engaging space in new ways whilst ensuring the cultural and social significance of these structures is celebrated, is one of the key challenges and opportunities for Newport given its wealth of historic structures. Securing this investment will not only support the vibrancy of the city centre but ensure the dilapidated grade II Listed structure is saved.

Quality housing across a range of tenures continues to be a focus for redevelopment, led by the significant RSL-led scheme to demolish the run of properties from 123-129 Commercial Street in order to create a bespoke 38-home apartment complex for the over 55s. Additional schemes delivering new homes in the affordable and private rented sectors moved towards completion over the year, with further interest stimulated in creating further market-sale properties also seen.

### **Well-being Objective 3: To enable people to be healthy, independent and resilient**

This well-being objective contributes to the well-being goals: a healthier Wales, a resilient Wales, a more equal Wales, a prosperous Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh Language, a globally responsible Wales. How healthy, independent and resilient people are has a wider impact on all other aspects of their life. Whether they can work, attend education, take part in social activities and contribute to their communities is all influenced by this objective. This is why this objective is fundamental to all the Well-being Goals. The Wales We want Future Generations Report states that children need to be given the best start in life from very early years, well-being of all depends on reducing inequality and a greater value on diversity. We recognise the importance of prevention at an early age to improve and maintain well-being and to help tackle inequalities

This well-being objective will be good for Newport because:

**Long Term** – Life Expectancy and Healthy Life Expectancy are increasing in Newport, however there continues to be significant health inequalities between those living in areas of the highest levels of deprivation compared with those living in areas of lower deprivation. The latest life expectancy data shows an inequality gap of 9.9 years for men and 7.2 years for women. As for healthy life expectancy the inequality gap is 18.2 years for men and 20.1 for women. With an ageing population it is important to enable people to be as well as possible now and in to the future and provide support along the way when appropriate. This will reduce the dependency and pressure on more acute services going forward.

**Prevention** – Applying a preventative approach to health is paramount to enabling people to manage their own health and wellbeing and preventing illness. Evidence suggests that people adhering to healthy lifestyle behaviour are less likely to develop life threatening diseases such as cancer, cardiovascular disease and dementia.

**Integration** – This objective supports The Healthier Wales Wellbeing Goal but support most of the others. Good physical and mental wellbeing enable people to participate fully in all aspects of life across the wellbeing goals (economic, social, cultural and environmental).

**Collaboration** – Working together with partners such as Aneurin Bevan University Health Board, Public Health Wales and the 3<sup>rd</sup> Sector is essential to achieving this objective.

**Involvement** – Feedback from engagement activity suggests more support to vulnerable or disadvantaged groups including people with disabilities for the future.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
Support people to remain living independently in their homes and communities	<p>WCCIS has been successfully implemented which will help to establish a pathway for adult social services across health and social care.</p> <p>An integrated assessment tool has been implemented which is fully operational and Act compliant processes embedded within WCCIS.</p> <p>Extra Care is in the process of being re-commissioned, the specification and contract is in the process of being finalised to prepare for tendering.</p> <p>In-house Supported Living services are being reduced from 4 houses to 2 by 2020. The project team are scoping the work and sourcing alternative placements for existing tenants. Collaborative work with Registered Social Landlords and independent providers is identifying opportunities for move on.</p> <p>Installation of DFG adaptations has performed well against target, but recommendations and changes following a service review may result in some changes to the service and potential increase in average days for the next financial year.</p> <p>The tender for the new Approved List of Contractors (ALC) will be published by June 2018. Work continues on drafting a Private Sector Housing Adaptations Policy.</p> <p>Commissioning of a City-wide floating support service for people aged 55+ funded by the Supporting People Programme to support people to remain in their own homes across all tenures or access more</p>

Steps	Progress
	<p>appropriate housing/accommodation settings. Expected start date of new service = 3 December 2018.</p> <p>Provision of additional housing support for five people with a range of learning disabilities preparing to move to independent self-contained accommodation in October 2018. (Tŷ Dewi Sant).</p> <p>Multi-agency work on a Housing First project with the provision of intensive housing and other support for a person with very complex needs and a street-based lifestyle.</p>
<p>Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness</p>	<p>The <b>Breastfeeding Welcome Premises Scheme</b> is aimed at making premises more welcoming and supportive of breastfeeding families, as well as making the public aware that they are able to breastfeed their babies in any public premises. This was funded through the Single Integrated Plan, supported by the One Newport Partnership. The scheme was officially launch in March 2018 and the publicity and feedback was positive.</p> <p>Since the launch, there have been many other premises express an interest in being added to the register. Work on the Breastfeeding Welcome scheme will be continued with the aim for it to grow and engage with lager companies in the City.</p> <p>The <b>Phunky Foods Programme (PFP)</b> is an early years and primary school programme consisting of healthy lifestyle curriculum activities. The aim of the programme is to assist schools in meeting healthy lifestyle curriculum requirements by delivering key, consistent health messages via the existing curriculum / topic areas or via the PhunkyFoods club, to support inspection frameworks, achieve local and national Healthy Schools standards and organise their curriculum to include more healthy lifestyles material.</p> <p>In the year 2017/18, 240 children were engaged in the PFP and funding permitting, Families First continues to work with Schools across the city to develop the programme further.</p> <p>The ASH Wales '<b>Smokefree Gates</b>' campaign involves a voluntary ban coupled with signage and a public awareness campaign. The aim of the campaign is to deter people from smoking at the school gates. ASH Wales work with Local Authorities to further develop Smokefree policies that will increase the amount of 'Smokefree spaces' and protect young people from the harmful effects of second-hand smoke. By introducing this voluntary ban at the school gates, young people have less exposure to the influence of smoking.</p> <p>To date all schools in Newport have signed up to Smoke Free Gates.</p> <p><b>Suicide Prevention</b></p>



Steps	Progress
	<p>A multi-agency approach has been adopted within Newport to provide signage on 6 identified locations on the bridges around Newport. Agreement has been secured for at least 3 signs on each side of each bridge (located at the both ends and in the middle) for the following bridges:</p> <ul style="list-style-type: none"> <li>• Town Bridge (Clarence Place)</li> <li>• Newport City Footbridge (Millennium Walk)</li> <li>• George Street Bridge</li> <li>• SDR Bridge</li> <li>• Caerleon Bridge</li> </ul> <p>Permission has been sought from WG Trunk Road Agent for the M4 flyover at High Cross. This equates to 42 signs in 6 locations. Displaying signage (posters) in car park lifts / stairwells is also being explored. Previous suicide hotspots have been identified and contact details of the nearest acute mental health ward for a person in crisis will be displayed.</p> <p>The target for 36 firefighters to attend Safe Talk and ASSIST training has not been met. This training will take place in 2018-19.</p> <p><b>Mental Health Conference</b></p> <p>A mental health and well-being conference for secondary school teachers took place in March 2018: “Newport Schools Conference: Supporting Well-being of Staff, pupils and the Whole School Approach”. Many excellent speakers attended including: Dr Dave Williams, Chair Children in Wales &amp; Divisional Director of Family and Therapies, ABUHB, Dr James Cording, Education Psychologist &amp; Caroline Friend, Emotional Well-being in Schools Improvement Lead for Newport, Dr Jillian Grey, Research Assistant, DECIPHer, Rob Williams, National Association of Head Teachers Policy Director Cymru, Tim Anfield, Mindful Families, Mark Champion, Estyn Lead Officer for Health &amp; Well-being and Lynn Neagle Assembly Member and Chair Children, Young People and Education Senydd Committee who closed the conference.</p> <p>Two pupils from Bassaleg School who participated in the recent secondary school mental debate in Newport, as part of the Royal College of Psychiatrists Debates, one of whom was the winner of the best individual speaker competition, provided a ‘snippet’ from their debate on “Is school bad for your health?”</p> <p>This conference was well attended and well received and a briefing report will be produced with recommendations for future actions to be disseminated in May 2018.</p> <p>Two mindfulness training courses for teachers have also been funded. Places for 20 teachers on each course have been allocated, and the</p>

Steps	Progress
	<p>courses are due to start in May 2018.</p>
<p>Support children to remain safely with their families</p>	<p>Across Children’s Services all teams work to support children to remain with their families. First and foremost families are supported for children to be safely and appropriately cared for with their parents and siblings. The Preventions and Family support teams offer a plethora of interventions and programmes to offer a range of supports from Parenting Programmes to specialist intervention focussing on domestic abuse to household routines to therapeutic care.</p> <p>All teams use Signs of Safety to work with families and emphasise the positives and ensure families understand what is required. Over the summer additional family consultations have been introduced to give additional weight to earlier interventions.</p> <p>The Partnership with Barnardo’s deliver Edge of Care services when there is a risk of children becoming looked after and support rehabilitation as appropriate. The Partnership services are currently being reviewed and are subject to quality assurance on a case by case basis.</p> <p>If despite support children require cannot be cared for safely then the fostering team and then the Pathway teams look to support wider family members with Special Guardianship Orders to keep children within their family. Over the coming year staff will be trained to deliver family meetings and some staff will receive more specialist training to facilitate Family Group Conferencing. This will strengthen a whole family approach and ensure positive steps are taken early to maintain families.</p>
<p>Support all schools to work towards the National Quality Award for Healthy Schools</p>	<p>The Healthy Schools team have worked with individual schools to prepare for their next level of accreditation. An increased focus on schools gaining the highest level of award, the National Quality Award (NQA) has resulted in a notable increase of schools successful in this award.</p>
<p>Work towards Newport becoming a recognised Dementia Friendly City</p>	<p>Newport was accredited as ‘<i>working to become dementia friendly</i>’ in June 2015. During 2017/18 considerable progress has been made to raise awareness of dementia and encourage organisations to adopt dementia friendly practices and support people living with dementia and their carers.</p> <p>The implementation group continues to rollout Dementia Friends awareness sessions to partner organisations. A number of different organisations have supported Dementia Friendly City (DFC) and received Dementia Friends awareness sessions and identified champions to train staff. Organisations and businesses that are supporting a DFC are</p> <ul style="list-style-type: none"> <li>• Local Authority staff including Social Services, Business</li> </ul>

Steps	Progress																				
	<p>Development, Adult Education and Elected Members &amp; Newport Library Service</p> <ul style="list-style-type: none"> <li>• Local Schools – St Joseph’s RC, Crindau, Glasllwch and YG Casnewydd</li> <li>• Melin, Pobl, Derwen and Linc Cymru Housing Association</li> <li>• Newport Care and Repair</li> <li>• Dragons Rugby</li> <li>• Newport AFC</li> <li>• Gwent Police and Office of Police Crime Commissioner including Police cadets</li> <li>• South Wales Fire Service</li> <li>• ABUHB staff across a number of medical settings including GPs</li> <li>• Newport Live</li> <li>• Tesco</li> <li>• Monmouthshire Building Society and Natwest</li> <li>• Department of Work and Pensions</li> </ul> <p>Newport City Council is leading the way in raising awareness of dementia, developing support for people living with dementia and their carers, and encouraging dementia-friendly practices across the city. In recognition, the Mayor of Newport, Councillor David Fouweather, formally accepted Dementia Friendly City accreditation from the Alzheimer’s Society, at a meeting of full Council.</p> <table border="1" data-bbox="544 1167 1481 1585"> <thead> <tr> <th data-bbox="544 1167 847 1245">Training &amp; Awareness</th> <th data-bbox="847 1167 995 1245">15/16</th> <th data-bbox="995 1167 1161 1245">16/17</th> <th data-bbox="1161 1167 1321 1245">17/18</th> <th data-bbox="1321 1167 1481 1245">TOTAL</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1245 847 1413">Dementia Friends</td> <td data-bbox="847 1245 995 1413">Target 500 Actual 1448</td> <td data-bbox="995 1245 1161 1413">Target 750 Actual 2226</td> <td data-bbox="1161 1245 1321 1413">Target 1000 Actual 1684</td> <td data-bbox="1321 1245 1481 1413">5358</td> </tr> <tr> <td data-bbox="544 1413 847 1496">Dementia Friends sessions</td> <td data-bbox="847 1413 995 1496">Target 25 Actual 84</td> <td data-bbox="995 1413 1161 1496">Target 50 Actual 135</td> <td data-bbox="1161 1413 1321 1496">Target 75 Actual 83</td> <td data-bbox="1321 1413 1481 1496">302</td> </tr> <tr> <td data-bbox="544 1496 847 1585">Dementia Champions</td> <td data-bbox="847 1496 995 1585">Target 10 Actual 27</td> <td data-bbox="995 1496 1161 1585">Target 12 Actual 13</td> <td data-bbox="1161 1496 1321 1585">Target 15 Actual 9</td> <td data-bbox="1321 1496 1481 1585">49</td> </tr> </tbody> </table>	Training & Awareness	15/16	16/17	17/18	TOTAL	Dementia Friends	Target 500 Actual 1448	Target 750 Actual 2226	Target 1000 Actual 1684	5358	Dementia Friends sessions	Target 25 Actual 84	Target 50 Actual 135	Target 75 Actual 83	302	Dementia Champions	Target 10 Actual 27	Target 12 Actual 13	Target 15 Actual 9	49
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<p>Improve opportunities for Active Travel</p>	<p>Data has shown a huge rise as we are completing active travel routes and beginning to receive data from the combined cycling and walking counters on routes. True improvements will be measured in the coming years.</p> <p>NCC have responded to development control and provide recommendations.</p>																				
<p>Regulate residential dwellings to ensure provision of safe homes</p>	<p>Officers receive monthly intelligence from the National Scams Team regarding Newport residents who may be vulnerable to responding to scam mail. The intelligence is based on lists of names obtained via raids on persons and businesses conducting scam operations and from</p>																				

Steps	Progress
	<p>actual response mailings (often containing cash or cheques) seized. Officers met 55 vulnerable residents in the year. Where a particularly vulnerable repeat victim is discovered officers will work with that person with the purpose of target hardening them to prevent further financial loss. [Consumer Protection Team]</p> <p>The Houses in Multiple Occupation Licensing Scheme continued to be operated by officers to regulate property and management standards. The number of licensed HMO's continues to be significant (over 430) but the number did fall during 17/18 due to changes in the local rental market and UK Government taxation policies.</p> <p>Officers responded to 1,44+ service requests relating to housing issues, which includes those from tenants of non-HMO properties and Registered Social Landlord properties.</p> <p>Significant resource was also invested in regulating landlords and property management agents via Rent Smart Wales, the registration and licensing scheme introduced by the Welsh Government and operated by Cardiff Council on behalf of all local authorities in Wales. The input of local officers required by Rent Smart Wales continues to be significant but funding is provided by both Rent Smart Wales and the Welsh Government to support the Council. Rent Smart Wales gives an opportunity to improve management standards for rented residential properties.</p> <p>In order to try and improve the local environment, officers worked closely with colleagues in Streetscene to revise the HMO licensing conditions relating to waste storage facilities and these are now included on all new licences issued.</p>
Work towards improved air quality	<p>Implementation of new Taxi Policy with embedded Environmental Policy. This will ensure that all new applications and transfers are to a minimum air emissions standard. 58% of the current fleet of 908 hackney carriage vehicles and private hire vehicles meet or surpass the improved emissions standards. This percentage will improve as all new applications will need to involve a vehicle that surpasses the improved emissions standards. [Licensing Team]</p> <p>An officer worked closely with Development Control colleagues to write Supplementary Planning Guidance on Air Quality to help ensure consistency in the way in which air quality is dealt with through the Planning system. This was adopted in February 2018.</p> <p>Following air quality monitoring, work was undertaken to update the Air Quality Management Areas in the Council's area. 4 new AQMAs were made, 3 existing areas were modified and 1 was revoked.</p>

Steps	Progress
	<p>Regulatory Services operates an automatic air quality monitoring station, which is located at St Julian's School, and this forms part of a UK national network. During 17/18 the cabin housing all the equipment was replaced as the old one was no longer weatherproof. This investment was essential in order to continue with the valued monitoring which has been undertaken for many years.</p>
<p>Regulate businesses and support consumers/residents to protect and improve health</p>	<p>Implementation of new Taxi Policy with embedded Safeguarding Vulnerable Client Training. During the year 317 taxi drivers received training. [Licensing Team]</p> <p>Officers have been working with the Aneurin Bevan Health Board to use local Accident &amp; Emergency data in the decision making process of premises licence applications, reviews and mediation meetings. In one instance this data was instrumental in the refusal of an application that an off licence could open as late as 3 a.m. [Licensing Team]</p> <p>Officers participated in the Europe wide Operation Opson and sampled supplements from Newport businesses. They all failed labelling requirements in relation to health warnings, instructions for use and compositional declarations and one contained the chemical name of an illegal Class C drug; all were designed to raise the heart rate to burn fat. Intervention with the traders saw the products removed from sale. Officers also completed a Food Allergy Sampling Programme which highlighted poor compliance. The traders with the most serious offending have appeared in court. [Consumer Protection Team]</p> <p>Through the year officers carried out a test purchasing programme; focussing on alcohol and tobacco sales to children. Volunteers under the age of 18 years attempted purchases of alcohol (29) tobacco (8) fireworks (6) and knives (16) resulting in 12 actual sales (5 alcohol, 2 tobacco and 5 knives). This represents a 20% failure rate [Consumer Protection Team]</p> <p>One enforcement intervention resulted in the seizure of 10,000 items. Among these items were a considerable number of electrical products. At the intervention, a safety examiner tested 38 samples; all failed regulations and 5 were classed as dangerous. [Special Investigations Team]</p>

### 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 contributes to all of the 7 Well-being Goals for Wales.

**This objective is rated amber – acceptable;** There has been a positive improvement overall, all actions are on track; however, there is 1 red and 1 amber measure.

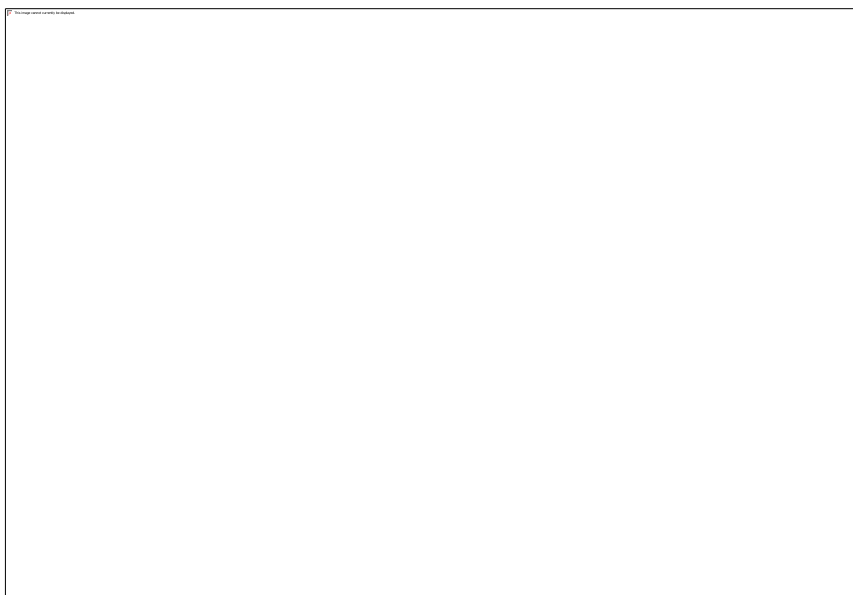
## **2. Ensuring people have the right social services to meet their needs – Excellent – Green Star**

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 contributes to all of the 7 Well-being Goals for Wales.

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

### **Case Study: St Joseph’s RC School - first school in Wales to be awarded Dementia Friendly status**

St Joseph’s RC School is the first school in Wales to be awarded Dementia Friendly status following a visit from a city care provider. Pupils and staff at St Joseph’s RC High School took part in interactive information sessions run by Ray Morrison, a Dementia Friends Champion and director of Newport home care provider, Bluebird Care. Having first-hand experience providing care for people in their own homes, Mr Morrison has already seen an increase in the number of customers with dementia. All staff at Bluebird Care are trained as Dementia Friends as part of the company’s commitment to provide a high quality care service.



Mr Morrison said that his son Euan, a pupil at St. Joseph’s, came up with the idea of working with schoolchildren having ran several sessions with businesses in Newport.

## **Well-being Objective 4: To build cohesive and sustainable communities**

This well-being objective contributes to the well-being goals: a more equal Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh Language, a globally responsible Wales. The Wales We want Future Generations Report states that future generations need thriving communities built on a strong sense of place; well-being of all depends on reducing inequality and a greater value on

diversity; celebrating success, valuing our heritage, culture and language will strengthen our identity for future generations; and greater engagement in the democratic process, a stronger citizen voice and active participation in decision making is fundamental for the well-being of future generations.

The Community Wellbeing Profile (CWP) noted a small decrease in the proportion of Welsh speakers in the Newport population, and a Welsh Language Strategy is in place to promote the use of Welsh and supporting Welsh medium education. The CWP also noted public concerns about crime and anti-social behaviour and some evidence of racial/ethnic tensions. CWP engagement work also noted the importance the public placed on cultural assets e.g. libraries, theatre, open spaces in terms of community cohesion and wellbeing.

This well-being objective will be good for Newport because:

**Long Term** – Recent engagement identified that an increased focus on strengthening community resilience and building on their assets was required in the next 20 years. Relevant activities include, promotion of parks and open spaces, promotion of the Welsh language, land use planning for sustainable communities, prevention of youth offending.

**Prevention**, relevant activities include – deliberate fire starting, youth offending, anti-social behaviour (ASB), PREVENT programme, homelessness prevention

The recent work to tackle community safety/cohesion issues in Pill recognises the need for a **long term** vision and strategy, which **integrates** with the economy and skills and health and wellbeing work areas, based on **prevention** and intervention e.g. youth offending. Furthermore this work will need to **involve** the community in identifying and addressing the issues that concern them. Success will depend on strong **collaboration** between public services, the third sector and the community.

**Integration/collaboration**, relevant activities include – land use planning strategy, holistic strategies to tackle ASB, integrated youth offending services, multi-agency community cohesion programmes.

**Involvement** – multi-agency engagement processes and arrangements are being developed. The engagement on the Wellbeing Assessment marked a new collaborative approach and increased the involvement of hard to reach groups. Engagement activity has suggested that maintaining community networks, families and activities was important. A reduction in crime and anti-social behaviour came out also came out strongly.

The following table summarises what we have done so far and the case study below is an example of how things have improved in this area:

Steps	Progress
Deliver a community cohesion programme that creates opportunities for communities to interact with one another	<p>The main focus for 2017/18 has been the delivery of the Welsh Government 2017-2020 Community Cohesion programme for the city, which includes:</p> <p>Promotion of positive messages and counter narratives at national and local level relating to equality and inclusion and to counter</p>

Steps	Progress
	<p>discrimination, including around Equalities week, Hate Crime Awareness Week, Refugee week etc. This area of work has progressed positively with partner agencies working together on sharing common messages as well as support for multi-agency approaches to tackling community tension. An example would be the response to the impact of post-terror arrests in Newport. Arrangements were set up between corporate communications teams across partners to ensure we shared up to date and accurate information with the public.</p> <p>The support provided to migrants, refugees and asylum seekers and host communities during the integration process has continued to be delivered on a multi-agency basis across Newport. This includes on-going delivery of the Resettlement programme across Newport and integration support being provided by partners including Gwent Police, SWFRS and Coleg Gwent</p> <p>The Hate Crime forum continues to operate within the city and considers data and related trends in order to manage a suitable response. In addition, high risk cases being managed by a well-established case handling group. Additional awareness training has been delivered across partner agencies in relation to 'online hate and its impact on cohesion'.</p> <p>The Newport Channel Panel provides a supportive response to individuals who are at risk of radicalisation and works alongside Home Office approved intervention providers. The panel is chaired by the local authority and has members representing Gwent Police, Uni of South Wales, ABUHB, prisons and probation.</p>
Prevent offending and re-offending of young people	<p>On balance, whilst Newport (and Gwent ) have the highest First time entrants (FTE in) Wales, in reality comparison with other local authorities across Wales, is like comparing apples and pears as the process underpinning decision making is vastly different to other areas. As has previously been stated, the YOS continues to robustly monitor all FTE's and ensure diversion wherever possible, but the process we have currently escalates young people into the system.</p> <p>The HMIP thematic inspection on out of court disposals published in March 2018 unfortunately gave no definitive guidance on what should be the national process for dealing with FTE as was hoped. Further discussion took place at the Gwent Local Criminal Justice Board and agreement was approved that the Gwent Bureau process can be reviewed. This has been done and it is anticipated that the revised process will be ratified in September 2018 by the LCJB. This will result in far more young people being able to be diverted from court and the YJS thus reducing FTE which will intrinsically impact positively on re-offending also.</p>



Steps	Progress
	<p>We are currently reviewing our prevention offer in light of the anticipated changes, to ensure we provide meaningful and realistic diversions from offending and can meet the increased demand at the early intervention stage.</p> <p>The YOS invited a peer review in June 2018 and recommendations from this exercise have been included in the YOS plan for 2018/19 and include actions on a partnership level as well as service based one.</p> <p>As regards achievements in 2017/18, reported performance generally improved with two notable exceptions – a slight increase in FTE, reasons for which are outlined above, and a slight decrease in performance in relation to Education Training and Employment (ETE) for school aged children. There is an action plan to specifically seek to address this.</p> <p>There is a continuing trend in the reduction of the use of youth custody, though 33% of young people sentenced in 2017/18 to custody did so as a result of breaching their community orders, hence the YOS needs to look at how we more effectively engage with young people and adopt more desistance based practice.</p> <p>To date in 2018/19, there have been no young people sentenced to custody, though there are a number of young people currently on remand for serious offences, who are yet to be sentenced.</p>
<p>Develop sustainable communities through the provision of good quality, accessible and affordable housing</p>	<p>Installation of DFG adaptations has performed very well against target, but recommendations and changes following a service review may result in some changes to the service and potential increase in average days for the next financial year.</p> <p>3 new specialist units of affordable housing were completed during the quarter for people with learning disabilities. Returning empty homes to use continues to present a challenge. The empty homes loan scheme is currently being revised in line with Welsh Government funding requirements.</p> <p>Services around homeless prevention are embedded within service provision and resources are directed to effectively seek to tackle homelessness at source and in advance of homelessness occurring where practicably possible. Additional services have been established to address rough sleeping, youth homelessness and develop accommodation options within the private rented sector as well as building on existing partnerships and work. An audit of homelessness process was undertaken and this has received a positive result and outlines that the service is sound with no significant failings identified.</p>
<p>Prevent and tackle instances</p>	<p>Officers participated in the May 2017 Rogue Trader Week. 12 financial</p>

Steps	Progress
<p>of antisocial behaviour impacting upon the residents and the business community including general poor behaviour, noise nuisance, fly tipping, illegal alcohol sales to children and doorstep crime</p>	<p>institutions were visited; 26 vehicles stopped &amp; checked; 10 offences detected; 3 penalty notices issued; 9 advice packs provided; 5 intelligence logs submitted; and 2 households visited with Police [Consumer Protection Team]</p> <p>In October 2017, a restructure was implemented to move a number of Environmental Health colleagues to be co-located with Community Safety colleagues. This was designed to bring all of 'neighbourhood' functions together to improve services for the public. The 'EH' officers and the Anti-social Behaviour Liaison Officers were brought together under the management of a Principal Environmental Health Officer, as many of the cases dealt with have common features. The Community Safety Wardens have delivered the front-line initial response to noise nuisance cases for EH for some time, therefore co-location with EH professionals has been a very positive step to improve the effectiveness of the service.</p> <p>All scrap metal licenced sites were inspected to ensure compliance with terms and conditions coupled with 4 multi agency operations and warrants carried out on these sites. Despite scrap metal crime slightly decreasing the effects of the crime can have detrimental effects on local community and businesses, from preventing trains running due cables being cut from lead being removed from local community halls or places of worship. [Licensing Team]</p> <p>All gambling premises have also been inspected and special attention has been made in looking at licence holders risk assessments in regarding excluding problem gamblers. [Licensing Team]</p> <p>Through the year officers carried out a test purchasing programme; focussing on alcohol and tobacco sales to children. Volunteers under the age of 18 years attempted purchases of alcohol (29) tobacco (8) fireworks (6) and knives (16) resulting in 12 actual sales (5 alcohol, 2 tobacco and 5 knives). This represents a 20% failure rate [Consumer Protection Team]</p> <p>Residents who allow their dogs to stray cause significant nuisance to the public. Officers at Newport Dog's Home care for seized stray dogs and have won the RSPCA Gold Footprint Award for their work. [Industrial and Animal Health Team]</p> <p>The Anti-social Behaviour Liaison Officers continued to provide support to partners such as Gwent Police, South Wales Fire &amp; Rescue Service and local Registered Social Landlords to ensure that those individuals causing ASB to others were effectively dealt with. The officers chaired multi-agency meetings throughout the year. Requests for Victim Support were also responded to.</p>

Steps	Progress
	<p>Operation Bang, a multi-agency operation focussed on preventing anti-social behaviour around Bonfire Night was coordinated by the Anti-social Behaviour Liaison Officers and was again heralded as a success.</p> <p>Officers developed a Public Spaces Protection Order for Pillgwenlly to assist Gwent Police to deal with anti-social behaviour in public places. The Scrutiny process to review the City Centre Public Spaces Protection Order was commenced in January 2018.</p> <p>The Community Safety Warden Service and officers from Regulatory Services' Housing team have been active on the multi-agency Pill Action Days, which have received positive feedback from residents and businesses in the area.</p> <p>A core part of our strategy to tackle ASB involves the delivery of diversionary activities. On identification of hotspot areas in Newport, delivery partners worked with various stakeholders to plan an intervention strategy to engage positively with young people involved or on the cusp of ASB.</p> <p>'Anti-Social Bob' is a short digital media film that has been created by the Youth Offending Service (YOS) service users through grant sponsorship from Newport City Council and One Newport. The project has been developed to act as an early intervention tool aimed at 'breaking the cycle' of Anti-Social Behaviour. The film is specifically tailored to appeal to primary aged school children and will be delivered to al 45 primary schools across Newport. YOS staff, with support from both Gwent Police and South Wales Fire Service liaison officers, will deliver the workshops with the message that the film carries, namely that 'Anti-social behaviour affects everybody'.</p> <p>The Pride in Newport campaign has continued throughout 2017/18, with proactive and reactive activities to reduce the negative impact of fly tipping and collaborative work with community groups and other agencies such as Keep Wales Tidy, police and fire brigade. Environmental Health colleagues investigated 189 incidents of fly tipping.</p>
<p>Work with key partners to tackle anti-social behaviour and crime, and improve community cohesion and wellbeing in Pillgwenlly, and use this area focussed model to inform potential future programmes in other areas of</p>	<p>Partnership work is improving between the Council the Police, Ward Members, regeneration partners and representatives of the community. Six Pill Action Days have now been held since the commencement of the Pill Public Spaces Protection Order in 2017. The work programme in Pill is shaped by the residents and perception surveys undertaken to measure progress.</p> <p>Pill remains the main focus for the area focussed model, however a</p>

Steps	Progress												
Newport.	similar approach is emerging in Ringland with the proposed redevelopment of the shopping centre and community hubs with the intention of improving wellbeing and reducing crime/ASB. The Pill model was also the precursor for the wider cross-Newport work on Serious and Organised Crime – which identifies community resilience and engagement as vital in preventing crime and ASB.												
Work towards increasing the number of Welsh speakers and promote the Welsh language in all parts of life	<p>The 5 Year Welsh Language Strategy was approved by council in March of 2017 and contains a number of actions that look to increase the number of Welsh speakers in Newport over the next 5 years.</p> <p>Despite only being in the first year of the strategy, the authority can already note a number of successes against its delivery. This includes the development of a ‘Benefits of Bilingualism’ promotional leaflet, which has widely been praised for its design and inclusivity, and the development of a dedicated BAME engagement project that looks to improve the ways in which Welsh language organisations engage with different ethnic minority groups in Newport.</p>												
Deliver a sustainable library service and varied cultural offer	<p>The Council has agreed to join the All Wales Library Management System. This is an initiative sponsored by Welsh Government and will see a common library data base whereby it will be possible to borrow any book held in a public library in Wales. This initiative will increase reader choice, improve collaboration between Library authorities and offer savings on the acquisition of book stocks</p> <p>Successful partnership to create a new display reinterpreting the Early Peoples section of the Museum permanent display as part of the Living Levels project.</p> <p>During the first quarter of 2018, there has been an increase in visitor numbers to 118,814 in comparison to the first quarter of 2017-18 where visits numbered 116,542. In March/April, the service conducted its bi-annual customer survey and overall the results were an improvement on the last survey conducted in 2016. The surveys are used to complete the Welsh Public Library Standard returns and the responses were more positive in a number of key indicators:</p> <table border="1" data-bbox="544 1637 1481 2056"> <thead> <tr> <th data-bbox="544 1637 1086 1709">Quality Indicator</th> <th data-bbox="1086 1637 1267 1709">2018 result</th> <th data-bbox="1267 1637 1481 1709">2016 result</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1709 1086 1843">Percentage of adults who experience the library as an enjoyable safe and inclusive place</td> <td data-bbox="1086 1709 1267 1843">96%</td> <td data-bbox="1267 1709 1481 1843">95%</td> </tr> <tr> <td data-bbox="544 1843 1086 1977">Percentage of adults who think that the library has made a difference to their lives</td> <td data-bbox="1086 1843 1267 1977">85%</td> <td data-bbox="1267 1843 1481 1977">77%</td> </tr> <tr> <td data-bbox="544 1977 1086 2056">Percentage of children aged 7-16 who think that the library helps them learn</td> <td data-bbox="1086 1977 1267 2056">92%</td> <td data-bbox="1267 1977 1481 2056">89%</td> </tr> </tbody> </table>	Quality Indicator	2018 result	2016 result	Percentage of adults who experience the library as an enjoyable safe and inclusive place	96%	95%	Percentage of adults who think that the library has made a difference to their lives	85%	77%	Percentage of children aged 7-16 who think that the library helps them learn	92%	89%
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Steps	Progress		
	and find things out		
	Percentage of adults who think that the choice of books is 'very good' or 'good'	91%	89%
	Percentage of adults who think that the standard of customer care is 'very good' or 'good'	97%	95%
	Percentage of adults who think that the library is 'very good' or 'good' overall	95%	92%
	<p>The library service continues to maintain a programme of events and activities across all our sites that supports the wider cultural offer. Examples of the regular activities we offer include Story-club sessions for pre-school children; holiday activities; Welsh Language Rhymetime sessions; and a Sing and Smile sessions organised by Goldies Cymru at Caerleon Library.</p> <p>Newport Museum and Art Gallery actively promotes cultural participation by offering a variety of exhibitions, displays, events and activities for a range of audiences. The provision of free and diverse opportunities to engage with and explore Newport's history and heritage contributes directly to the wellbeing agenda. The success of the Museum's activities is evidenced in an increase in visitor numbers by 3.9% in 2017/18 compared to the previous financial year.</p> <p>Permanent displays are complemented by temporary exhibitions which are often developed in close cooperation with local artists, special interest or community groups. In recent times, staff have worked with the Friends of the Newport Ship and the Friends of the Museum and Art Gallery on temporary exhibitions to celebrate the 15th anniversary of the discovery of the Newport Medieval Ship and showcase the Museum's collection of modern prints.</p> <p>An ongoing programme of events and activities offers opportunities to engage with aspects of Newport's history and the Museum's collections in a variety of ways. Activities range from formal talks and guided store tours to object handling and family craft sessions, including workshops lead by practicing artists. Self-lead activities and trails encourage families to explore the Museum and Art Gallery at their own pace. A fairly door trail designed for toddlers has proven particularly successful.</p> <p>Staff engage with formal education providers, including schools, by offering tailored experiences which aim to explore aspects of the Museum's collections. Poetry workshops with local schools were inspired by the circus painting the Grand Parade by Dame Laura Knight earlier this year and a Arts &amp; Education Network seed fund enabled a group of year 9 learners from Llanwern High School to explore and</p>		

Steps	Progress
	<p>research objects and Newport's history as a basis for an escape room experience.</p> <p>The Museum offers work placements and volunteering opportunities and is a lead partner in the Fusion project, thus providing opportunities for disadvantaged community groups to engage with and be inspired by Newport's heritage.</p>
<p>Work with key partners to promote the city's parks, open spaces and coastal path</p>	<p>NCC are partners with the Living Levels Partnership. During events NCC have had stands and provided leaflets to promote the city's green spaces.</p>
<p>Develop opportunities for community involvement, participation and engagement</p>	<p>Funding has been secured to run bus wifi surveys for the next 3 years. This has massively enhanced the Council's engagement reach to 6000-8000 people each month and gives access to younger citizens.</p> <p>An engagement review is underway to consider our current reach, methods &amp; resources and best practice. This will report in to Overview &amp; Scrutiny Management Committee.</p> <p>The Pill Action Days outlined above are empowering the local community and improving their social capital.</p> <p>The participation and involvement of young people is being developed with the expansion of Newport Youth Council and with a new provider running this service. The commissioning of this service was young person led and involved them at all procurement stages.</p>

### 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 contributes to 'A Wales of cohesive communities', 'A more equal Wales', 'A Wales of vibrant culture and thriving Welsh Language' and 'A globally responsible Wales' Well-being Goal for Wales.

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

### 4. Developing and regenerating the City – Good – Green

(See Well-being Objective 2)

### 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 contributes to 'A Wales of cohesive communities', 'A more equal Wales' and 'A globally responsible Wales' Well-being Goal for Wales.

**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.

#### **Case Study – Multiagency response to 'Punish a Muslim Day' letters**

In March 2018 anonymous letters calling for a coordinated attack on Muslims were sent to addresses across the UK. Whilst no letters were received in Newport, images of the A4 notes, which contain a list of violent acts alongside a number of points for performing them, have been widely shared online. This caused considerable anxiety within the communities in Newport and concerns were raised by schools and community representatives.

A joint-response was developed between the council, Gwent Police and other partners to provide reassurance to the affected communities as well as ensure that services were operationally ready to respond to any incidents.

An agreed message was shared across all agencies, making it clear that there was no room for hate in Newport and that any incidents would be responded to robustly. Additional information on how to report concerns and incidents was also shared through community and public sector staff networks. The coordinated response was well-received by the affected communities and provided public sector partners a template on an effective response to future incidents/issues.

#### **Well-being Reporting Framework**

Well-being objectives have been set and published as part of the Corporate Plan, in consultation with Heads of Service and agreed by Cabinet and Council. A reporting framework is now in place that will demonstrate how and when the objectives will be met. This annual report is part of the framework highlights the progress that has been made over the last 12 months, how the objectives contribute to the well-being goals and the steps we are taking to meet the objectives, which are consistent with the sustainable development principle.

As part of the reporting framework, we are developing pages in our performance management system (MI Hub) which will be used to monitor progress towards achieving each well-being objective. Responsible officers will update the MI Hub on a quarterly basis, giving details of the progress towards each step and planned activity for the next quarter as well as an overall judgement for each objective. Service Plan performance indicators have been linked to the well-being steps and will be used to help determine overall progress. The benefit of using MI Hub is that we can enter data and commentary once and use it in multiple places, reducing the necessity for duplication. MI Hub enables us to have a more holistic approach to monitoring as we are able to link strategies and plans e.g. the service plan objectives will be linked to the well-being objectives and each of these plans can in turn be linked to the Corporate Plan as appropriate.

## National Measures summary

In 2017/18 there were 49 National Measures, these include Public Accountability Measures (PAMs) and Social Service Performance Measures (SSPMs). The points below highlight the council's performance in 2017/18 for the national measures overall:

- 59% of national measures have performed better than target
- 43% of national measures have performed better than last year (42 measures with comparable data)

All Wales data for 2017/18 will be provided in a separate report once the data has been released by Data Cymru.

## 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 Proposals for Improvement 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:

[Corporate Plan 2017-2022](#)

[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:

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Newport City Council  
Civic Centre  
Newport  
NP20 4UR

Email: [performance.management@newport.gov.uk](mailto:performance.management@newport.gov.uk)

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

The Well-being of Future Generations (Wales) Act became law in Wales on 29 April 2015. The Act is about improving the social, economic, environmental and cultural wellbeing of Wales. It will make the public bodies listed in the Act, including the Council, think more about the long term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. Part 2 of the Act requires the Council to set and publish Well-being Objectives that are designed to maximise our contribution to the achievement of the seven Well-being Goals for Wales specified in the Act. At the same time we must publish a statement explaining why meeting the objectives will contribute to the achievement of the well-being goals and what actions we will take to meet the objectives. The Council published its Well-being Objectives and Well-being Statement in March 2017.

As a Council, we are required to report progress made in meeting the well-being objectives, demonstrate how we are taking reasonable steps to meet these well-being objectives, and ensure they remain consistent with the sustainable development principle.

This annual report clearly shows how each well-being objective is consistent with the sustainable development principle and five ways of working. In addition, the seven corporate areas of change as set out in the guidance on the Act have begun to adapt our organisation's ways of working. For example:

- Corporate Planning – the Council now has an overall strategy that includes the Corporate Plan with four well-being objectives and 20 commitments (“20 things by 2022), a well-being plan for the city and individual service plans all of which provide a context for the organisation's work internally and in partnership with others. We have developed and adjusted management tools for programmes, project and performance management to incorporate the five ways of working and well-being goals including report templates, service area plan templates, management information hub and this annual report. Member and staff training has been undertaken and engagement work continues with service areas and teams to provide support and guidance on the Act. We have started to apply the five ways of working at the beginning of activity and throughout business planning and programme management.

- Financial planning – The Council undertakes a thorough evaluation and assessment of its budget position through scrutiny reviews and business change proposals to determine the delivery of its services both through the annual review and medium term financial plans. The budget setting process is also subject to consultation with its stakeholders such as Newport citizens, Trade Unions, Council Members and Newport Fairness Commission.
- Workforce planning – the Council’s People and Culture Strategy has been influenced by the Act and the objectives in the strategy are aligned to the well-being goals and five ways of working. The strategy identifies how workforce planning contributes to the Act both strategically and operationally. The Council has recently launched a new Talent Management Framework that is part of its commitment to develop a motivated, capable and engaged workforce alongside building capacity and managerial leadership. The Framework takes an inclusive approach providing an integrated programme of development opportunities for all levels of the workforce.
- Procurement – The Council’s Procurement Gateway Strategy and process enables the Authority to ensure procurement and commissioning activity delivers economic value and sustainable services to its users. The Council also has positive relationships with its regional partners and third sector organisations ensuring that the goals and aspirations of the Act are aligned and met. The Council has commissioned support services in Education such as school based counselling service and also leading on the procurement of regional based services such as substance misuse support.
- Assets – asset management including community asset transfer and developing an asset plan are key priorities within the Council’s Corporate Plan and the city’s Well-being Plan. The Council’s property services partner, Newport Norse use the five ways of working and well-being goals as part of their approach to asset management including reporting procedures. The Council is also developing its Highways Asset Management Strategy and information asset register to assist service areas in the delivery of the wellbeing objectives.
- Risk management – the Act provides an opportunity for the Council to develop a more coherent and integrated approach to risk management. The Corporate Risk Management Strategy directly relates to the five ways of working outlined in the sustainable development principle of the Act. The Council’s Internal Audit function also develops an annual risk based audit plan based upon the Council’s corporate risks and provides assurance on the effectiveness controls in place to enable the Council deliver its objectives. Risk management is a key area to

implementing the Act; the council must ensure that it considers risks in the short, medium and longer term and that it manages risks in a manner that protects current service delivery and communities as well as considering the longer term impact. The corporate risk register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Act.

- Performance management – the Act provides an opportunity for the council to focus its priorities to ensure that the council maximises its contribution to the well-being goals for Wales, demonstrates continuous improvement and continues to deliver high quality services to local people. The performance management strategy supports the delivery of the council's corporate plan and aims to embed a culture where everyone is aware of their contribution to the council's vision – Improving People's Lives.

## Equalities and the Welsh language

### Equalities

In March 2016, the authority published its statutory Strategic Equality Plan (SEP) which identified nine Equality Objectives that the authority would measure itself against over the lifetime of the strategy.

Having now completed the second full year of the plan, the authority can demonstrate positive progress towards meeting its Equality Objectives and can evidence much of the hard work that has been carried out under the direction of the SEP. The plan's most recent [Annual Report](#) was approved by Cabinet in July 2018 and not only reflects the work that has been carried out in the previous year but also identifies priorities that the authority will look to achieve in remaining years of the plan.

The Strategic Equalities Group (SEG) continues to provide effective governance for the SEP, and has, over the past financial year, moved to meet on a bimonthly basis to increase the degree of oversight that can be provided to each Equality Objective while still being able to consider emerging issues relating to the equalities agenda across the city. The SEG is chaired by the Deputy Leader and Cabinet Member for Assets, Equalities and Member Development and has representation from elected members, the Fairness Commission and local authority officers from across the organisation.

## Welsh

The 2017-18 financial year represented the second full year of implementing the majority of the Welsh Language Standards that came in to force on the 30<sup>th</sup> of March 2016.

The past year has seen the authority build on the progress that has been achieved since the period of implementation and it can now be confident that Welsh has been mainstreamed into most council functions, with Welsh language standards and the obligations of the authority being widely understood by staff . Where problems with implementing standards do exist, it primarily relates to existing software and digital architecture not being able to function bilingually. As these programmes reach the natural end of their operational lifecycle, they will be replaced by new systems that can operate in a way that is compliant with the Welsh Language Standards that the authority is currently subject to.

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 a Medium Risk, reflecting the work the authority has done over the past two years.

2017-18 was also the first year of the authority's 5 Year Welsh Language Strategy. While the plan only came into effect in March 2017 the authority, working closely with partners, has already been able to achieve many of the actions that it initially identified in the strategy. This has included the development of an improved Welsh language promotional leaflet and the delivery of an innovative project which aimed to improve how Welsh language initiatives engage with BAME communities across the city.

A full report on the authority's progress towards compliance and more information on how the governance around the Welsh language functions, can be found within the latest [Welsh Language Annual Monitoring Report](#), approved by Cabinet in July 2018.

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

2017/2018 is the seventh 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.

Page 101 Stage 2 complaints decreased slightly compared to the previous year, down from 30 to 24. 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.

The number of complaints that customers submitted to the Ombudsman following the two-step process decreased significantly year on year, from 28 to 6. 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 284 complaints received, 25 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. 60 complaints received were about lack of response, wait times for services or barriers to accessing services.

Following review and investigation, 71 complaints were upheld and a further 24 complaints were partially upheld. 164 complaints received were not upheld.

Proportionally the percentage of total complaints not upheld has increase when compared to the previous year (27% up to 57%). The percentage of the total complaints received that were fully or partially upheld has decreased from 49% in 2016/2017 to 33% in 2017/18.

## Compliments

A total of 159 compliments were recorded in 2017/2018, this is a 20% increase when compared to the 127 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 the largest proportion of 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.

2017/18 saw a peak in compliments for Regeneration, Investment and Housing during the summer, the compliments received relate to Planning and Housing services.

## 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 2017/18 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 published a Well-being Plan (add link) for Newport which sets out well-being priorities, objectives and a work programme for the next five years, up to 2023.

A Strategy and Performance Board has been established to co-ordinate and monitor the delivery of the themes and priorities as set out in the Well-being Plan on behalf of the PSB. Its role is to ensure that sustainable development is an overriding principle of the group's activities. This means acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. This means working in ways that take into account:

**a. Long term:** The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs.

**b. Prevention:** How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

**c. Integration:** Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

**d. Collaboration:** Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

**e. Involvement:** The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

On behalf of the PSB there are three main areas of responsibility for the Board: co-ordination, performance management; and statutory accountability. Membership of the Strategy and Performance Board includes senior leaders within those organisations with either a statutory responsibility as outlined within current guidance (Shared Purpose: Shared Future).

The current membership is as follows:

- Chief Executive, Newport City Council (NCC) – Chair
- Local Police Unit Commander, Heddlu Gwent Police
- Public Health Wales Consultant for Newport, Public Health Wales
- Senior representative from Aneurin Bevan University Health Board
- Senior representative from Natural Resources Wales

- Senior representative from South Wales Fire & Rescue Service
- Strategic Director (Place), NCC
- Invited leads as required for Tackling Poverty, Vulnerable Groups or any other topics areas identified by the group

In the past 12 months service areas across the authority have been delivering on the 2<sup>nd</sup> year of NCC's Strategic Equality Plan including implementation of the Workforce Planning Template and data dashboard, which now helps service areas make more informed strategic decisions in regards to equalities, delivered 'Ask and Act' training in order to improve awareness of Domestic Abuse and responded to over 4000 referrals to the accommodation-based and floating support services. Significant work has also taken place in relation to the Welsh Language standards in order to make the Welsh language more visible across the authority and partnerships have been established with partners to promote Welsh medium education.

## 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. Where previous year performance and Wales Average data was available 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 2017/18 will be provided in a separate report once the data has been released by the Data Cymru.

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



Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/27 % of re-registrations of children on local authority Child Protection Registers (SSPM) (M)	3.00%	12.00%	★	↓✓	10.90%	★	6.30%	★
ACS/20b reablement no package of care and support (SSPM) (A)	76.00%	50.00%	★	↓✖	77.80%	●	72.30%	★
PAM/009 % Young people NEET Year 11 (PAM) (A)	1.30%	1.90%	★	↓✓	1.70%	★	n/a	
PAM/015 (PSR/002) Av. calendar days to deliver a DFG (PAM) (HY)	174	238	★	↓✓	186	★	224	★
CYP/13 PAM/027 % of children satisfied with their care & support (SSPM, PAM) (A)	88.80%	70.00%	★	⇨		⇨	n/a	!
PAM/021 % of principal B roads that are in overall poor condition (PAM) (A)	4.40%	6.00%	★	↓✖	4.20%	●	4.20%	●
PAM/020 % of principal A roads that are in overall poor condition (PAM) (A)	2.60%	3.40%	★	↓✖	2.60%	●	3.70%	★
PAM/019 % of planning appeals dismissed (PAM) (Q)	61.5	50	★	↓✓		⇨	n/a	!
ACS/21 Length of time (days) adults are in care homes (SSPM) (M)	868.2	1100	★	↓✓	817.3	●	800.8	●
ACS/15 PAM/026 % of carers that feel supported (PAM) (A)	58.7	50	★	⇨		⇨	n/a	!
ACS/13 PAM/024 % of adults satisfied with their care & support (SSPM, PAM) (A)	81	70	★	⇨		⇨	n/a	!

**Key for measure RAG status**

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- 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.
CYP/28 The average length of time for all children who were on the CPR during the year (SSPM) (M)	253.4	300	★	↓	265.3	★	245.1	●
PAM/012 (RIH/L/044) The percentage of households for whom homelessness was prevented (PAM) (Q)	57.10%	50.00%	★	↓	49.40%	★	n/a	!
ACS/20a reablement reduced package of care and support (SSPM) (A)	56.50%	50.00%	★	↓	40.00%	★	28.00%	★
PAM/031 (WMT/004b) Percentage of municipal wastes sent to landfill (PAM, IP7) (Q)	6.29%	7.00%	★	↓	7.79%	★	9.50%	★
ACS/18 The percentage of adult protection enquiries completed within 7 days (SSPM) (M)	98.90%	90.00%	★	↓	97.80%	★	80.10%	★
ACS/22 Average age of adults entering residential care homes (SSPM) (M)	79.2	75	★	↓	79.3	●	82.8	●
PAM/022 % of principal C roads that are in overall poor condition (PAM) (A)	7.10%	7.40%	★	↔	6.90%	●	15.00%	★
PAM/018 % of all planning applications determined in time (PAM) (Q)	88.6	85	★	↔		▶	n/a	!
PAM/030 (WMT/009b) Municipal waste reused, recycled and composted (PAM) (Q)	59.82%	58.00%	★	↔	61.40%	●	63.81%	●

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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
PAM/011 (STS/006) Response Rates For Removing Reported Fly Tipping Incidents (PAM) (M)	99.74%	97.00%	★	↕	98.65%	★	95.37%	★
CYP/31 % of children looked after who were registered with a GP within 10 working days (SSPM) (M)	91.90%	90.00%	★	↕	89.60%	★	91.70%	★
CYP/24 PAM/028 % of assessments completed for children within statutory timescales (SSPM, PAM) (M)	91.50%	90.00%	★	↕	95.10%	●	90.80%	★
CYP/34b Care leavers who are in education, training or employment at 24 months (SSPM) (M)	45.70%	45.00%	★	↘	51.40%	●	47.10%	●
EDU/003 (PAM/004) % pupils achieving the expected outcome at the end of KS2 (A)	90.10%	89.00%	★	↕	88.80%	★	89.00%	★
EDU/004 (PAM/005) % pupils achieving the expected CSI outcome at the end of KS3 (A)	85.30%	84.40%	★	↕	83.40%	★	86.10%	●
EDU/L/058 (PAM/003) % pupils achieving the expected outcome at the end of the Foundation Phase (A)	89.20%	88.40%	★	↕	89.10%	★	n/a	!
PAM/008 (EDU/016b) Attendance Secondary Year-end % (PAM) (A)	93.60%	93.40%	★	↕	93.30%	★	94.20%	●
PAM/007 (EDU/016a) Attendance Primary Year-end % (PAM) (A)	94.70%	94.60%	★	↕	94.50%	★	94.20%	★

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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/35 % of care leavers who have experienced homelessness during the year (SSPM) (M)	8.50%	10.00%	●	→	10.90%	★	10.60%	★
ACS/23a Adults who have received advice and assistance no repeat contact (SSPM) (A)	41.90%	40.00%	●	✖	44.80%	▲	67.70%	▲
ACS/19 PAM/025 Delayed Transfers of Care (SSPM, PAM) (M)	6.02	6	●	✖	2.04	▲	2.8	▲
PAM/023 (PPN/009) % Food establishments broadly compliant with food hygiene standards (PAM) (Q)	95.00%	96.00%	●	✓	95.10%	●	95.16%	●
CYP/29a % of children achieving the core subject indicator at key stage 2 (SSPM) (A)	59.40%	60.00%	●	✖	71.40%	▲	56.50%	★
CYP/34a Care leavers who are in education, training or employment at 12 months (SSPM) (M)	44.40%	45.00%	●	✓	50.00%	●	52.40%	▲
PAM/010 (STS/005b) Bi-Monthly Cleanliness Insp'ns of highways & relevant land % (PAM) (BM)	95.80%	97.00%	●	✖	95.50%	★	96.60%	●
CYP/25 % of children supported to remain living within their family (SSPM) (M)	63.70%	65.00%	●	✖	70.00%	●	69.20%	●
CYP/33 PAM/029 % of looked after children who have had 3 or more placements (SSPM, PAM) (M)	9.5	9	●	✓	9.5	★	9.8	★

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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
PAM/001 (CHR/002) National Sickness Days lost (PAM) (A)	10.05	9.52	●	✖	9.83	●	n/a	!
CYP/32 % of looked after children who have had 1 or more changes of school (SSPM) (M)	12.69	12	●	✔	7.95	▲	12.7	★
PAM/016 (LCL/001b) Use of Public Library Services (Q) (PAM)	3278.18	3525	●	✔	3291.91	●	5480	▲
EDU/017 (PAM/006) Pupils achieving level 2 threshold inc English & Maths % (A)	55.50%	60.00%	●	✖	58.40%	●	60.70%	●
PAM/017 (LCS/002b) Visits to Sport and Leisure Centres per 1000 population (PAM) (Q)	7452	8118	●	✔	8038	●	8387	●
ACS/L/23b Adults who have received advice and assistance no repeat contact (aged over 75) (A)	33.80%	40.00%	▲	✖	40.30%	▲	n/a	
CYP/26 % of looked after children returned home from care (SSPM) (M)	10.10%	13.00%	▲	✖	14.00%	▲	13.60%	▲
PAM/014 No. of new homes created as a result of bringing empty properties back into use (PAM) (HY)	22	32	▲	✔		↔	n/a	!
CYP/29b % of children achieving the core subject indicator at key stage 4 (SSPM) (A)	3.30%	5.00%	▲	✖	7.10%	▲	14.20%	▲
PAM/013 % of empty private properties brought back into use (PAM) (HY)	1.3	2	▲	✔		↔	8.8	▲

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Measure	Actual (YTD)	Target (YTD)	Perf. Alert	DoT	Actual Last Yr	Compared to last yr	Wales Average (YTD)	Perf. Wales Av.
CYP/30 % of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)	12.70%	40.00%	▲	⬇️	63.20%	▲	59.40%	▲

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## 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 March 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

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

#### Action Update

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	March 2017	Cabinet reports are received by SLT for consideration of content and quality before	This is now embedded in the process, no further actions planned.	Chief Executive

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	before submission to the decision making and scrutiny processes.		submission to the Cabinet cycle.		
1.2	Heads of Service will ensure that appropriate quality assurance processes are implemented within their service areas to ensure that reports are of an acceptable quality and standard before submission for inclusion in the decision – making or scrutiny processes	July 2017	Reports will be considered by Heads of Service before consideration by SLT and submission to the decision making or scrutiny process	To continue this process and assess its effectiveness	Chief Executive
1.3	All Cabinet, Cabinet Member and delegated officer decisions are properly recorded, including background information, options and reasons for those decisions, in accordance with the Council's constitution and legislative requirements. Minutes of Council and Committee meetings are also recorded accurately, approved at subsequent meetings and published in a timely manner. All decisions, background reports and minutes are published on the Council's web site, with a search engine to enable decisions to be tracked and easily found.	July 2017	The new template is now being used. An updated template has also been made available for reports to Scrutiny	Implemented	Head of Law & Regulation



## Recommendation 2

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

## Action Update

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	Implemented	Head of Law & Regulation
2.2	To introduce an effective system for scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the WFGA (Scrutiny AR Action 2)	By April 2018	A new scrutiny committee structure was agreed at this year's AGM, including a separate committee for partnership scrutiny.	Implemented	Head of Law & Regulation
2.3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	A new template has been introduced and is in use.	Implemented	Head of Law & Regulation
2.4	To continue to develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training (Scrutiny AR Action 4)	Ongoing	Outcomes of the peer review with Caerphilly and Monmouthshire will be reported in the Scrutiny Annual Report.	Implemented	Head of Law & Regulation
2.5	To continue implementation of the Public Engagement Strategy agreed in 2015 (Scrutiny AR Action 5)	By April 2017	Implementation ongoing. We are in the process of reviewing the website content.	Implemented	Head of Law & Regulation
2.6	Cabinet work programmes are presented to each cabinet meeting	By April 2017	This has been implemented and is ongoing	Implemented	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.7	The Democratic Services Committee are reviewing the various elements of the Constitution	Ongoing	This has been implemented and is ongoing	Implemented	Head of Law & Regulation
2.8	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	See 2.1 above	Implemented	Head of Law & Regulation
2.9	To introduce a new report template to improve the quality and focus of the information that is presented to Committees (Scrutiny AR Action 3)	By November 2016 meeting cycle	See 2.3 above	Implemented	Head of Law & Regulation
2.10	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning. (Scrutiny AR Action 1)	July 2017	See 2.1 and 2.8 above	Implemented	Head of Law & Regulation
2.11	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively (Scrutiny AR Action 6)	Meetings already diarised	Meetings have taken place between the Chairs of Scrutiny, and further meetings are scheduled for March and April. The Chairs are monitoring the actions within the Scrutiny Annual Report for improvement of scrutiny, to monitor progress within the Scrutiny function and to	Further meetings of the Chairs are scheduled and the Chairs are working through a programme of improvements and developments with Scrutiny – ensuring consistency between the 4 Committees approaches.	Head of Law & Regulation

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			assess the impact of agreed changes to processes (such as pre meetings, briefings, report templates, briefing notes).		
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.	Implemented	Head of Law & Regulation
2.13	To update and deliver the training and seminar programme for Members, including training to support: - Budget scrutiny - Performance scrutiny - Implementation of the Wellbeing of Future Generations Act (Scrutiny AR Action 8)	July 2017	Training for the new Committees is underway.	Implemented	Head of Law & Regulation
2.14	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election. (Scrutiny AR Action 9)	July 2017	Programme implemented.	Implemented	Head of Law & Regulation

## Recommendation 4

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

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### 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	June 2016	Completed		Head of People

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	Head of Service to discuss workforce objectives for 2016/17	onwards			& 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 workforce planning for all HR/OD officers	December 2016	Completed		Head of People & Business Change
4.8	Feedback to managers on quality of appraisals sampled	October 2016	Feedback provided on sample of appraisals		Head of People & Business Change
4.9	Options to review current processes are investigated to bring about technology in the PM cycle and modernise the system	July 2017	Real-time performance management system introduced following successful pilot to replace the annual appraisal. Managers now required to meet monthly to discuss performance with employees and assess progress on real-time performance, not wait till the end of year.	Completed	Head of People & Business Change
4.10	Review of Coaching for	August 2016	Review undertaken and we will	Implemented	Head of People

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

### Recommendation 5

<b>Recommendation 5</b>	To strengthen the arrangements that enable the Council to scrutinise its improvement objectives. In doing so, the Council should: <ul style="list-style-type: none"> <li>• Enable Members to effectively challenge and scrutinise service performance: <ul style="list-style-type: none"> <li>▪ ensure that meeting agendas allow for sufficient time for Members to focus on (broad) underperformance; and</li> <li>▪ provide training on effective challenge and scrutiny for Members.</li> </ul> </li> </ul>
<b>WAO's Intended</b>	Members are given accurate and timely information to enable them to challenge performance and progress against

<b>outcome/benefit</b>	improvement objectives effectively. Remedial action is identified and taken forward. Performance is frequently discussed and challenged by scrutiny and members have sufficient time to do so. Members have the necessary skills to challenge and scrutinise effectively.
<b>Responsible Officer</b>	Head of People & Business Change

### Action Update

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



Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			reviews of progress and content. This will ensure that the service plans support the delivery of the corporate plan and allow service areas to plan in the short and longer term.	Scrutiny Members receive performance information on a regular basis in an agreed format. As service plans are developed a format for reporting will be agreed with Scrutiny Chairs.	
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

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
5.6	We have put in place a training and seminar programme for Scrutiny Members, and we have also introduced pre-meetings to improve the focus and challenge of Member questions. We are also developing the new induction programme for May 2017 which will include focus on effective challenge.	Systems in place and in ongoing development Induction programme from May 2017	<p>Induction programme delivered.</p> <p>We have changed the scheduling for performance information, so that monitoring of improvement objectives and other performance information is presented to scrutiny ahead of Cabinet, so that scrutiny comments are considered as part of the Cabinet process.</p> <p>A report was presented to Democratic Services Committee in November to start working towards the WLGA Member Development Charter. The Committee will receive an action plan on Member development once compiled, will be brought back to the Committee for their input. The aim is to achieve the Charter in two years.</p>	Working towards WLGA Member Development Charter.	Head of Law & Regulation

## Wales Audit Office Proposals for Improvement

### Proposal for Improvement 1

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

### Action Update

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

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
			(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.		Business Change

### Proposal for Improvement 2

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

### Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
2.1	Newport is in the second quartile for sickness absence based on 2015/16 data, and is joint 7th based on the number of days lost per FTE. Our policy uses best practice of 7 calendar days for RTW's to be	September 2017	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	Further consideration of the removal of the paper form and move to an online form.  We have reviewed the option of moving to an online form, but are	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	<p>completed and whilst we do not achieve 100% submission, we do not believe that reducing the time frame will ensure greater submission response rates. However, we will look to move from a paper based system to an online one in an attempt to improve submission rates as we believe that completing paper documentation has a greater impact on delayed submission rates.</p>		<p>interviews and will increase the percentage of returns within the timeframe.</p> <p>People Manager self-service in relation to sickness absence has been rolled out across the Council</p> <p>Newport continues to perform well nationally for sickness days lost and remains in the second quartile, above the Wales average.</p> <p>We have not been able to implement the online RTW screen in iTrent due to unavoidable delays. This is estimated to go live in April 2018.</p>	<p>now considering removing the form entirely and building an iTrent screen for managers to log the detail of the RTW when they are closing the period of sickness in the actual RTW discussion with the employee – removing the form altogether. This should remove practically all late RTW completion providing managers are holding the RTW discussion at the same time as closing the sickness on iTrent. It is anticipated that this will occur in April 2018.</p> <p>In addition, we will work with schools to investigate the reasons for late submission around school holiday time as on-time school submission rates are considerably lower than corporate rates.</p>	

### Proposal for Improvement 3

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

### Action update

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
3.1	Workforce planning has been a theme of the HR service plan for the last year and officers have been identified as leads for enabling workforce planning to become an integral function of the HR service. We have visited the Vale of Glamorgan, Swansea and RCT Councils to learn from their best practice and apply this knowledge at Newport. We intend to undertake the WAO self-assessment audit tool to review our progress and identify priorities for the future. Officers will be effectively trained on workforce planning There is a risk in terms of capacity within the HR/OD team as Newport has considerably fewer HR FTE than comparable Councils and	September 2017	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.  A SHRBP has been allocated responsibility for promoting workforce planning with service	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	Head of People & Business Change

Ref	Planned Actions	Completion Date	Progress to date	Planned next quarter	Responsible Officer
	<p>priorities will need to be assessed accordingly.</p>		<p>areas.</p> <p>The actions required for progress with the workforce plan are contained within the People and Culture Strategy</p>	<p>The draft People and Culture Strategy has a workforce plan element contained within it and is due to be signed off through the political process by March 2018.</p> <p>We will be carrying out a workforce planning self-assessment exercise in the next quarter</p>	

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# Report

## Cabinet

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### Part 1

**Date:** September 2018

**Item No:** 8

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

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

**Author** Head of People and Business Change

**Ward** All

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

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

**Proposal** Cabinet is requested to

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

**Action by** Cabinet

**Timetable** Immediate

- This report was prepared after consultation with:
- Chief Executive
- Strategic Directors
- Heads of Service

**Signed**

## **Background**

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

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

Through this Certificate the Auditor General for Wales certifies that:

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

## **Financial Summary**

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

## **Risks**

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

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

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

## **Options Available and considered**

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

## **Preferred Option and Why**

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

## **Comments of Chief Financial Officer**

There are no direct financial implications arising from this report.

## **Comments of Monitoring Officer**

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

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

There are no direct staffing implications arising from this report. The certificate verifies that the Council has met its obligation of demonstrating continuous improvement under the Local Government Measure 2009, this is an on-going aim for the council and this also contributes to the Sustainable Development Principle of the Wellbeing of Future Generations (Wales) Act 2015.

## **Comments of Cabinet Member**

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

## **Local issues**

None

## **Scrutiny Committees**

Scrutiny committees receive performance management cabinet reports for information.

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

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

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

Although no targeted consultation takes place specifically aimed at children and young people, 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 Certificate of Compliance demonstrates that the council is meeting its obligations under the Well-being of Future Generations (Wales) Act 2015, as the Improvement Plan Objectives have been aligned and integrated into the Well-being Objectives.

## **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**

None

## **Background Papers**

Improvement Plan 2016-18  
Wales Audit Office Certificate of Compliance

Dated: August 2018



**Reference:** 700A2018-19

**Date issued:** July 2018

## Audit of Newport City Council's 2018-19 Improvement Plan

### Certificate

I certify that, following publication on 26 June 2018, I have audited Newport City Council's (the Council's) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

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

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

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

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

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

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

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

## Scope of the Improvement Plan audit

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

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

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



**Huw Vaughan Thomas**  
**Auditor General for Wales**

CC: Alun Davies – Cabinet Secretary for Local Government and Public Services  
Non Jenkins, Manager  
Gareth Jones, Performance Audit Lead

# Report

## Cabinet

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### Part 1

**Date:** 19<sup>th</sup> September 2018

**Item No:** 9

**Subject** **Corporate Risk Register Update**

**Purpose** To present an update of the Corporate Risk Register

**Author** Head of People and Business Change

**Ward** All

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

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

There are 14 risks identified in the risk register made up of 5 high risks and 9 medium risks. During this quarter the risk rating for Risk 12 – Increasing Risk of Cyber Attack has increased from 9 to 12 following recent Home Office advice. The rating for 8 of the risks has remained the same and 4 risk ratings have been reduced as a result of the mitigating actions in place.

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

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

**Timetable** Immediate

This report was prepared after consultation with:

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

**Signed**

## **Background**

### **1. Corporate Assessment**

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

### **2. Risk Management Strategy**

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

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

### **3. Role of Audit Committee**

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

### **4. Community Risk Register**

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

### **5. Summary of risks in this report**

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

There are 14 risks identified in the risk register made up of 5 high risks and 9 medium risks. During this quarter the risk rating for Risk 12 – Increasing Risk of Cyber Attack has increased from 9 to 12 following recent Home Office advice. The rating for 8 of the risks has remained the same and 4 risk ratings have been reduced as a result of the mitigating actions in place. The tables overleaf provide a summary of risks in the report.

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

Appendix 1 contains the detail and planned mitigating actions for each risk. These take the form of screenshots from the Risk Management Report pages in MI Hub.



## 6. Summary of risks in this report

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
<b>High Risks</b>							
13	<b>Asset Management – Carriageways and Buildings</b>	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council's ability to maintain assets in the short, medium and long term due to increasing budget pressures.	5	5	25	➔	Strategic Director - Place
6	<b>Balancing the Council's Medium Term budget</b>	Risk of not meeting / funding key priorities.	4	4	16	➔	Chief Executive
7	<b>Increased pressure on demand led services</b>	As the population grows and certain groups within the population increase this will affect many services across the council that deliver services to meet demand. The growing population also places pressures on universal services that are provided to everyone.	4	4	16	➔	Strategic Director - Place Strategic Director - People
8	<b>Risk of stability of external suppliers</b>	Growing cost of delivering services and purchasing materials will impact on external supplier's ability to continue to fulfil contract obligations. Potentially short notice of inability to provide services.	4	4	16	✔	Strategic Director - People
9	<b>Increasing pressure on existing infrastructure</b>	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8 <sup>th</sup> January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	4	4	16	➔	Strategic Director - Place

### Direction of Travel - DoT

✔ Green tick - risk rating has decreased

✘ Red cross - risk rating has increased

➔ risk rating remains the same

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
<b>Medium Risks</b>							
1	<b>Legislative Requirements</b>	That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised), includes Well-being of Future Generations Act.	3	4	12	→	Chief Executive
10	<b>Climate Change: Effects on future condition and availability of Council Infrastructure and reducing the future impact of further greenhouse gas emissions.</b>	It is generally accepted that the effects of global warming will result in: · All areas of the UK get warmer and the warming is greater in summer than in winter; · Little change in the amount of precipitation (rain, hail, snow etc.) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK · Sea levels rise – more in the south of the UK than the North.	3	4	12	→	Strategic Director - Place
12	<b>Increasing risk of cyber attacks</b>	Data loss, disaster recovery, impact of possible fines	3	4	12	⚠	Chief Executive
2	<b>Capacity and capability to meet the councils objectives</b>	That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.	3	3	9	✔	Chief Executive
4	<b>Brexit</b>	That the financial implications of leaving the European Union have a negative impact on the council's financial position.	3	3	9	→	Chief Executive

**Direction of Travel - DoT**

✔ Green tick - risk rating has decreased

⚠ Red cross - risk rating has increased

→ risk rating remains the same

Ref	Risk	Brief Description	Probability x Impact = Score			DoT	Responsible Officer
			Probability	Impact	Score		
<b>Medium Risks</b>							
14	<b>Recruitment and retention of specialist professional staff</b>	Resilience of Council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	3	3	9	↓	Chief Executive
3	<b>Safeguarding</b>	That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm.	2	4	8	→	Strategic Director - People
5	<b>In year financial management</b>	Overspending can undermine service delivery and medium term planning where significant mitigation means services need to defer spending to manage the overall budget.	2	4	8	↓	Chief Executive
11	<b>Increasing demands on IT Services and the modernisation agenda</b>	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	2	3	6	→	Chief Executive

#### Direction of Travel - DoT

↓ Green tick - risk rating has decreased

✗ Red cross - risk rating has increased

→ risk rating remains the same

## Financial Summary

There are no direct costs associated with this report.

## Risks

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

\* Taking account of proposed mitigation measures

## Links to Council Policies and Priorities

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

## Options Available and considered

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

## Preferred Option and Why

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

## Comments of Chief Financial Officer

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

## Comments of Monitoring Officer

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

## Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

Risk management is a key element of the council's improvement programme and the Administration's commitment to ensuring strong corporate governance and robust performance management. The risk

strategy and register allow the council to consider the longer term overarching risks to the council fulfilling its objectives and obligations and take action to mitigate the impact and probability of those risks.

### **Comments of Cabinet Member**

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

### **Local issues**

None

### **Scrutiny Committees**

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

### **Equalities Impact Assessment**

Not applicable.

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

Not applicable.

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

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

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

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

Not applicable.

### **Consultation**

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

### **Background Papers**

Corporate Risk Register, Cabinet, 17<sup>th</sup> January 2018

Corporate Risk Register, Audit Committee, 23<sup>rd</sup> January 2018

Corporate Risk Register, Cabinet, 23<sup>rd</sup> May 2018

Corporate Risk Register, Audit Committee, 24<sup>th</sup> May 2018

Dated: August 2018

Appendix 1.

Corporate Risks

## RISK 01 - Legislative Requirements

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

Risk rating prior to mitigation

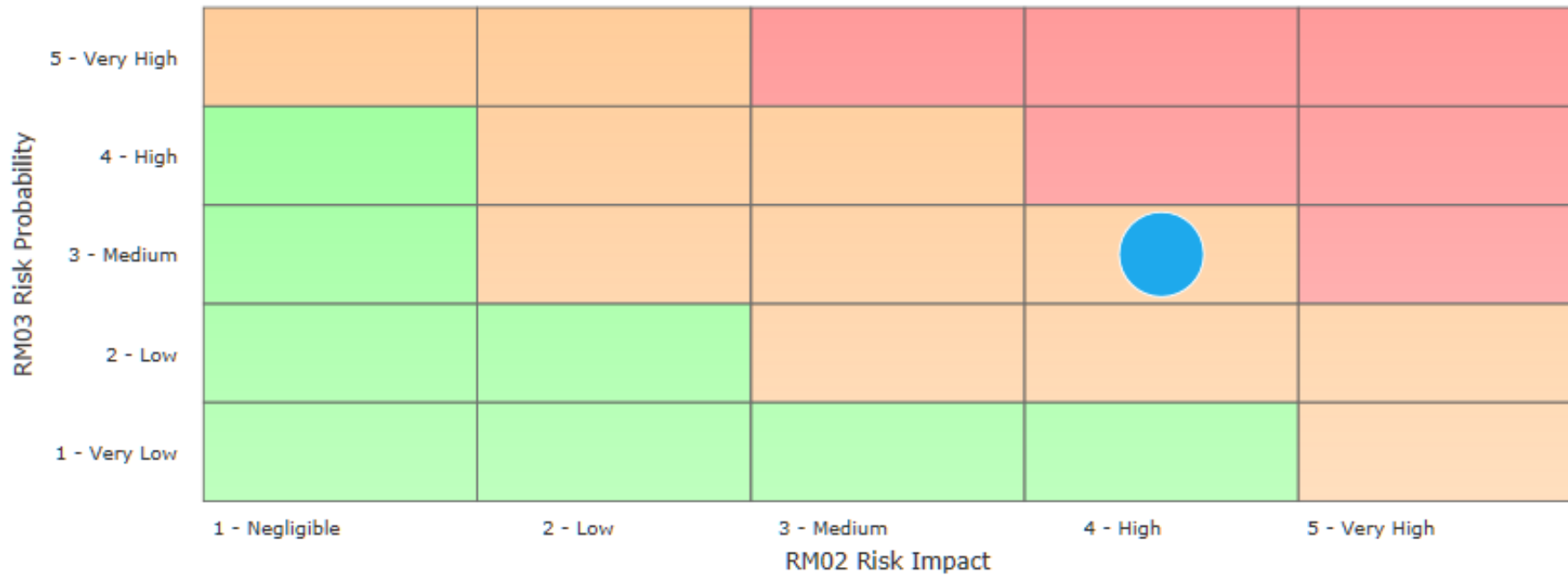
August 2015 - high (16)

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

### **Risk 01 - Description/Rationale**

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



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

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



## Planned Mitigation

		Jun 2018
		Planned Mitigation
		Risk - Action Status/Control Strategy
✓ Risk 01.01	Welsh Language Act: Strategic Equalities Group monitors implementation supported by Welsh Language Group.	Governance arrangements are in place and the Strategic Equalities Group have reviewed the progress we have made on the Welsh Language for 17/18. Annual Report completed and published within Welsh Language Standards time scales.
✓ Risk 01.02	Welsh Language Act: Action plans in place and being monitored. This has shown significant progress.	Action plans have been reported on in the 17/18 Annual report. Progress on the work has been highlighted in the report.
✓ Risk 01.03	Welsh Language Act: Progress includes increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available.	There is a library of materials that are accessible to staff. Additional awareness campaigns and reminders are also carried out. Comms plan in place to ensure staff continue to mainstream Welsh Language into service delivery.
✓ Risk 01.04	Welsh Language Act: Partnership arrangements with another Council now in place and £280k budget allocated, additional resources now available to support service areas and work such as website development now underway.	Translation and proofreading arrangements have been rolled out to key users across the council. Key partners have also been able to access support for translation e.g. Newport Live. Additional projects are being developed with other partners.
✓ Risk 01.05	Welsh Language Act: 5 year strategy developed through consultation.	Completed the delivery of Yr 2 of the strategy. This work continues to be supported internally through the Welsh Language Implementation group.
✓ Risk 01.06	Future Generations Act: Cabinet reports updating members on progress and approach. Awareness raising sessions with officers and members completed and work with consultants to develop organisational readiness for the Act underway.	Awareness raising sessions held with service areas including RIH, Children's services and Newport Norse. Further sessions planned with other service areas as requested. Update on progress provided to CMT in July meeting. Follow up training with Members and others will be arranged over the next few months.
✓ Risk 01.07	Future Generations Act: Formal report, service plan and business case templates updated to ensure the principles of the Act are reflected in all decision making.	All report templates, service plans and business case templates now updated to reflect principles of the Act. PPI team continue to review reports for comments and provide advice and assistance where needed.
✓ Risk 01.08	Future Generations Act: Public Services Board established with agreed Terms of Reference, formal meetings are held at least quarterly.	Formal PSB meetings take place on a quarterly basis. Next meeting will be in October 2018. Membership extended to include Newport Live to ensure cultural sector representation on the PSB to ensure delivery of all aspects of the Well-being Plan.

	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 01.09	Future Generations Act: Draft Wellbeing Assessment in place in conjunction with the assessment required for the Social Services Act. Work being undertaken on a Gwent basis to inform the Wellbeing Assessment and Plan - funding secured from Welsh Government to support this work.	The Newport Well-being Plan was published in May 2018. Work currently taking place on setting up the Intervention Boards and providing a delivery framework for the plan.  Over the next six months the Well-being Assessment will be reviewed.
✓ Risk 01.10	Future Generations Act: Development of wellbeing objectives finalised, and aligned with performance reporting.	Well-being Objectives are incorporated into the Corporate Plan and the Service Plans.  An Annual Report detailing progress of our achievements towards meeting the well-being objectives will be published by October 2018. This will form part of one annual report and reporting process for the well-being objectives and current improvement objectives.  Further work is taking place to agree how the well-being objectives and steps will be monitored in future.
✓ Risk 01.11	Waste Management Legislation/targets: We commenced new contract last week with trade waste diverted for sorting to GD Environmental Services. Dates this financial year run from August 9th 2017 through to March 31st 2018 to divert approx. 2500 tonnes this year.	Currently NCC is on track to meet the 58% recycling rate target for 2018/19. However 2019/20 target of 64% (or further targets of 70%) will not be met without further significant measures. Officers have worked with WG to developed a strategy to meet 70%. This has been submitted to Scrutiny who will advise the Cabinet Member. If no action is taken during 18/19, NCC will fail to meet the 64% target next year, as performance will need to be over 64% for the whole of 2019/20.
✓ Risk 01.12	General Data Protection Requirement (GDPR): The Council is ensuring compliance through the Information Governance Group and a cross-organisation Task and Finish Group, making recommendations and changes as required.	The Council is ensuring compliance through the Information Governance Group and a cross-organisation Task and Finish Group, making recommendations and changes as required. Monitoring of progress is through the Information Governance Group, reporting through CMT and Cabinet Member. NCC follows best practice and undertakes an Annual Report, which is reported through the Scrutiny process.

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

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

Risk rating prior to mitigation

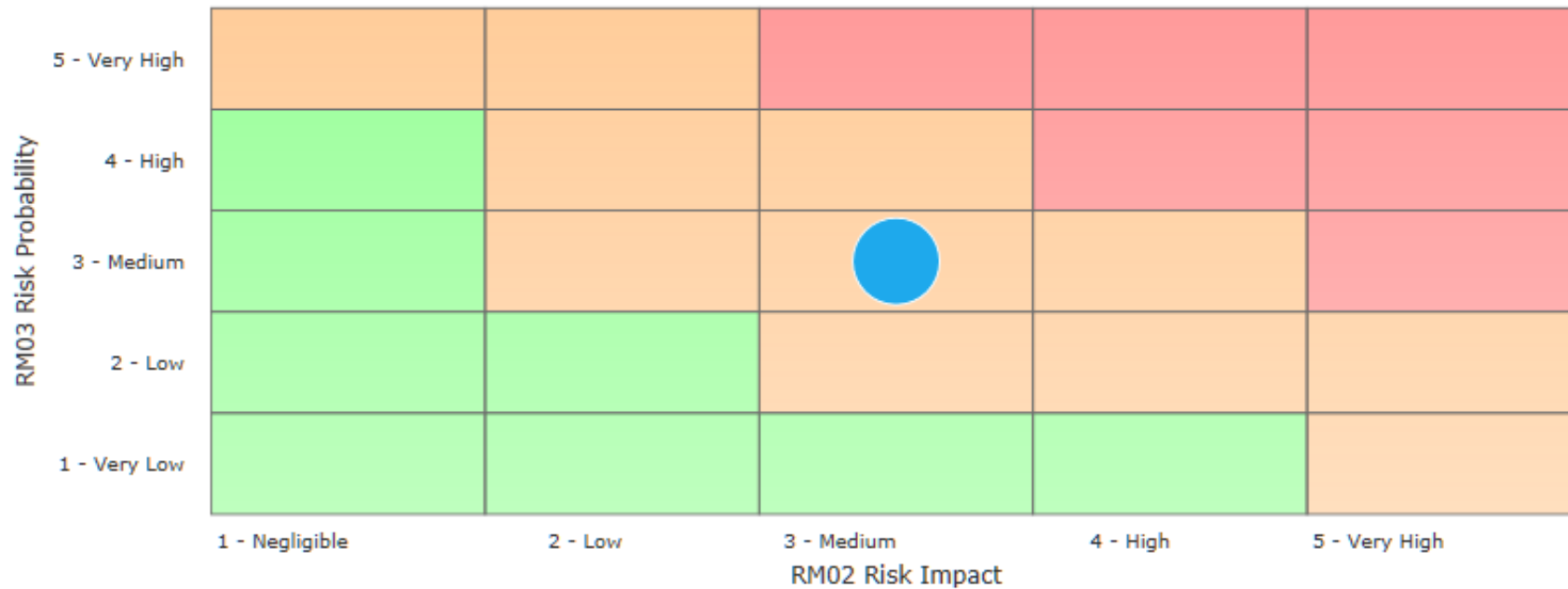
August 2015 - Medium (12)

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

### Risk 02 - Description/Rationale

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

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



Risk 02 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
RM01 Risk Rating	Risk Score	12	12	12	9
	Risk Rating	●	●	●	●

Jun 2018	
Risk - Direction of Risk	Direction
Planning is underway to introduce a new Talent Management Framework to improve managerial capability. A new range of development opportunity is due to start in September 2018 and all 350 managers across the Council will be expected to engage in the new programme.	↓



## Planned Mitigation

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

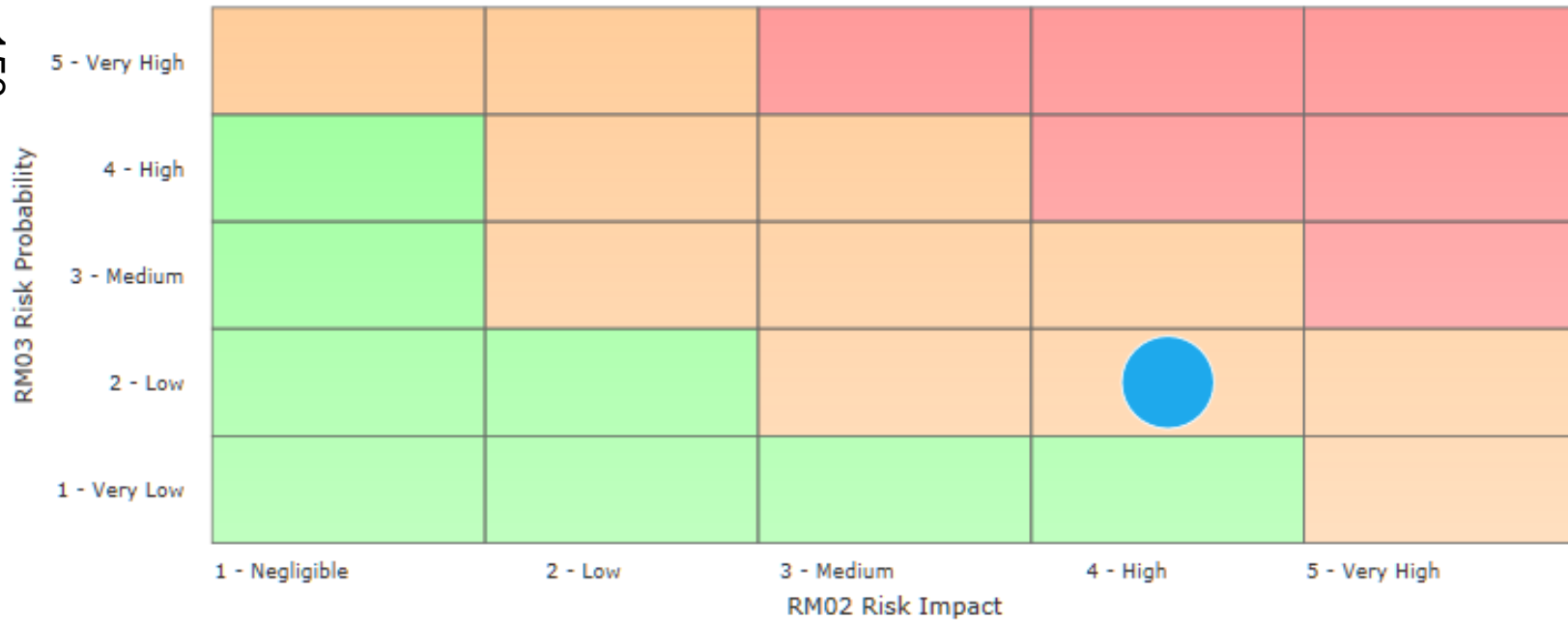
# RISK 03 - Safeguarding

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

Risk rating prior to mitigation  
 March 2017 - Medium (8)

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

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

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

### Planned Mitigation

Object Measure Name

All 4 selected

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<p>✔ Risk 03.01</p>	<p>Safeguarding Action Plan agreed and implementation underway.</p>	<p>Implemented</p> <p>The first annual review of the Corporate Safeguarding Report is due to occur in January 2018- this review will establish how efficiently we have met the identified objectives within the safeguarding action plans both corporately and within the specific teams which encompass the Safeguarding Unit of Social Services since the establishment of the Corporate Safeguarding Report in 2016/17. Actions identified as outstanding or newly identified areas of improvement/ development will be identified as part of this review scrutiny cycle and will therefore be timetabled appropriately to address any unmet needs or deficit areas.</p>

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



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

# RISK 04 - Brexit

Responsible Officer	Chief Executive
Lead Cabinet Member	Leader of the Council

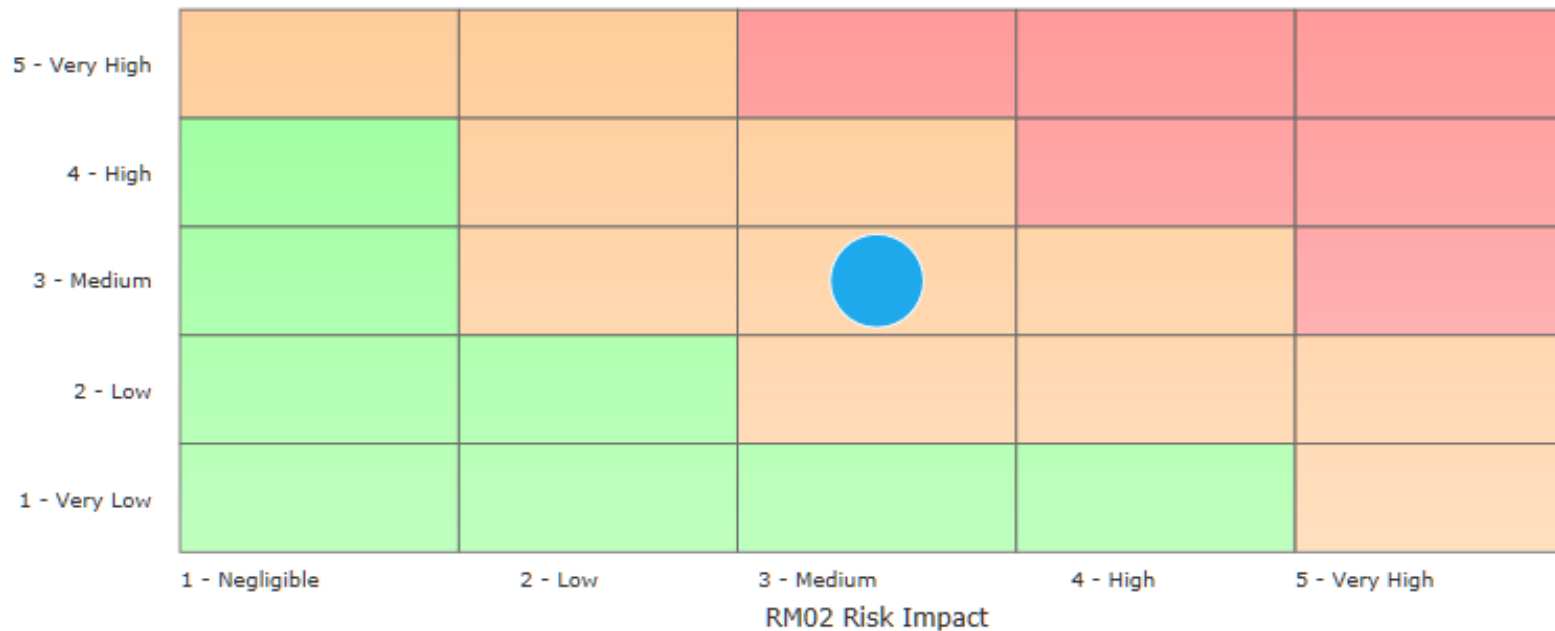
Risk rating prior to mitigation

August 2017 - Medium (9)

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

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RM03 Risk Probability



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

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔
The WLGA will shortly be facilitating a workshop with CMT to look at potential risks to the organisation following Brexit. Further mitigating actions may arise following this.	

### Planned Mitigation

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

## Risk 05 - In Year Financial Management

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

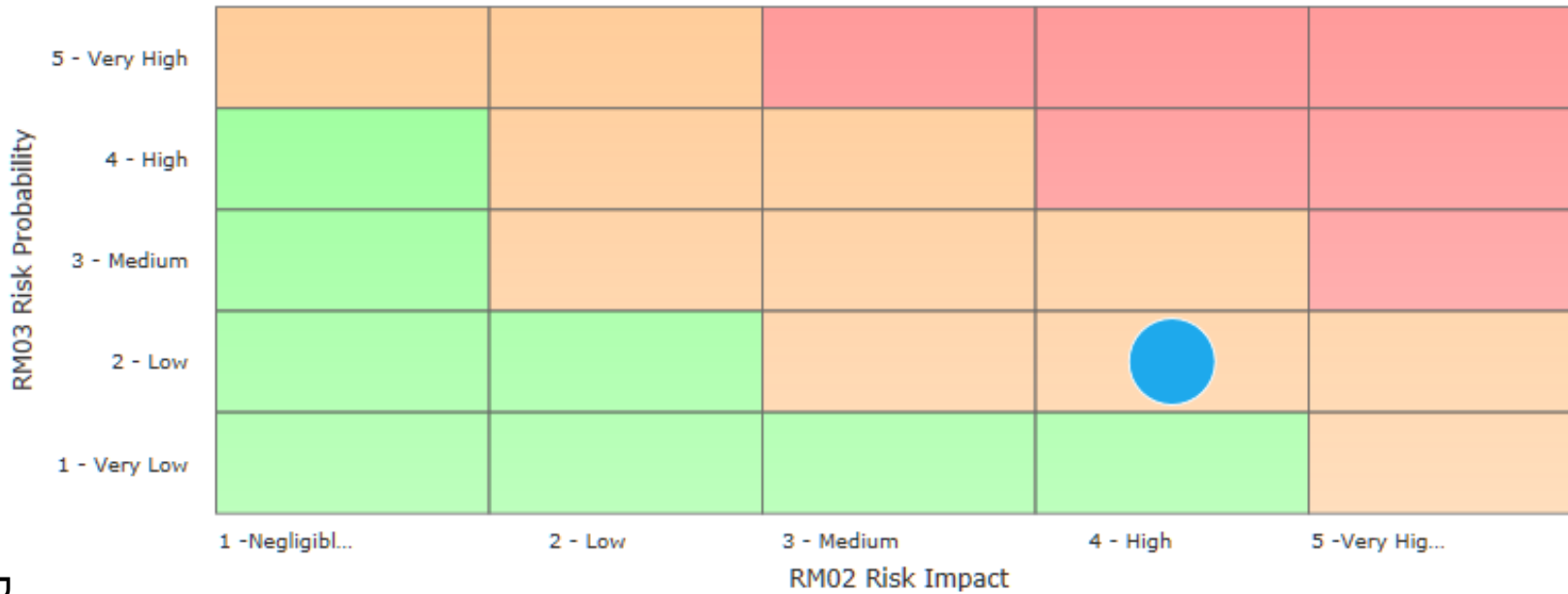
Risk rating prior to mitigation

August 2017 - Medium (12)

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

### Risk 05 - Description/Rationale

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



Risk 05 - Assessment Date & Score					
Series					
		<span>Actual</span> <span>Risk Rating</span>			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Actual	12	12	9	8
	Risk Rating	●	●	●	●

Jun 2018	
Risk - Direction of Risk	Direction
<p>Early monitoring indicates that there is a projected underspend for the in year budget. However, this is an early indication and decisions and situations may change through the year which may change this situation. Service area pressures are still significant and are showing a large overspend and we have been able to mitigate these through budget planning and some one-off savings.</p>	

## Planned Mitigation

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

## Risk 06 - Balancing the Council's Medium Term Budget

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

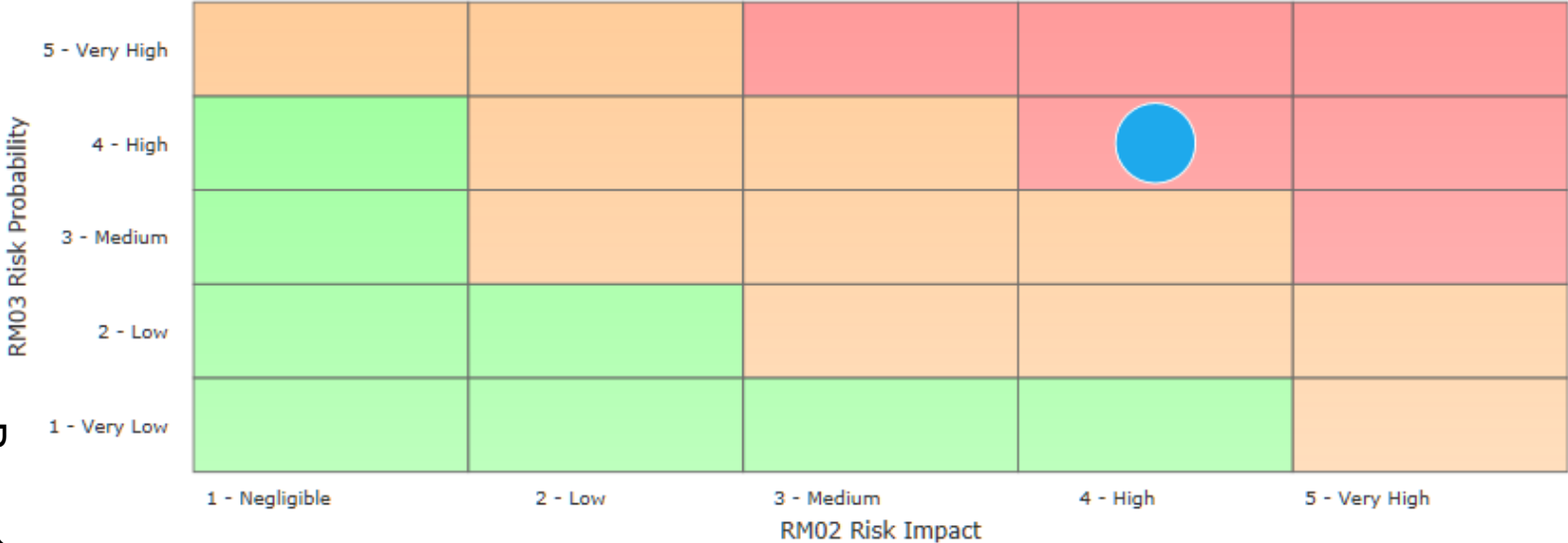
Risk rating prior to mitigation

August 2017 - High (16)

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

### Risk 06 - Description/Rationale

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





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

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged	→

### Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 06.01	On-going review and challenge to budget pressures within the MTFP	On-going.
✓ Risk 06.02	Discussions with SLT to review cash-limits for each service areas with view to identify savings and mitigation of pressures	In progress.
✓ Risk 06.04	Project initiated to draw up a medium term change programme by June 2018 latest.	In progress - discussions with SLT on scope and resourcing and organisation on-going.

## Risk 07 - Increased Pressure on Demand Led Services

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

Risk rating prior to mitigation

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

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

### Risk 07 - Description/Rationale

#### Education

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

- That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.

- Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.
- Increasing population putting extra pressure on school places across Newport.
- As children with complex need live longer, the number of children requiring care will increase and the length of care that they require will increase.
- Growing population of vulnerable children.
- Increasing demand for refuse collection.
- Increasing number of households and highways.

### **Social Services**

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

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

## Community Regeneration

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

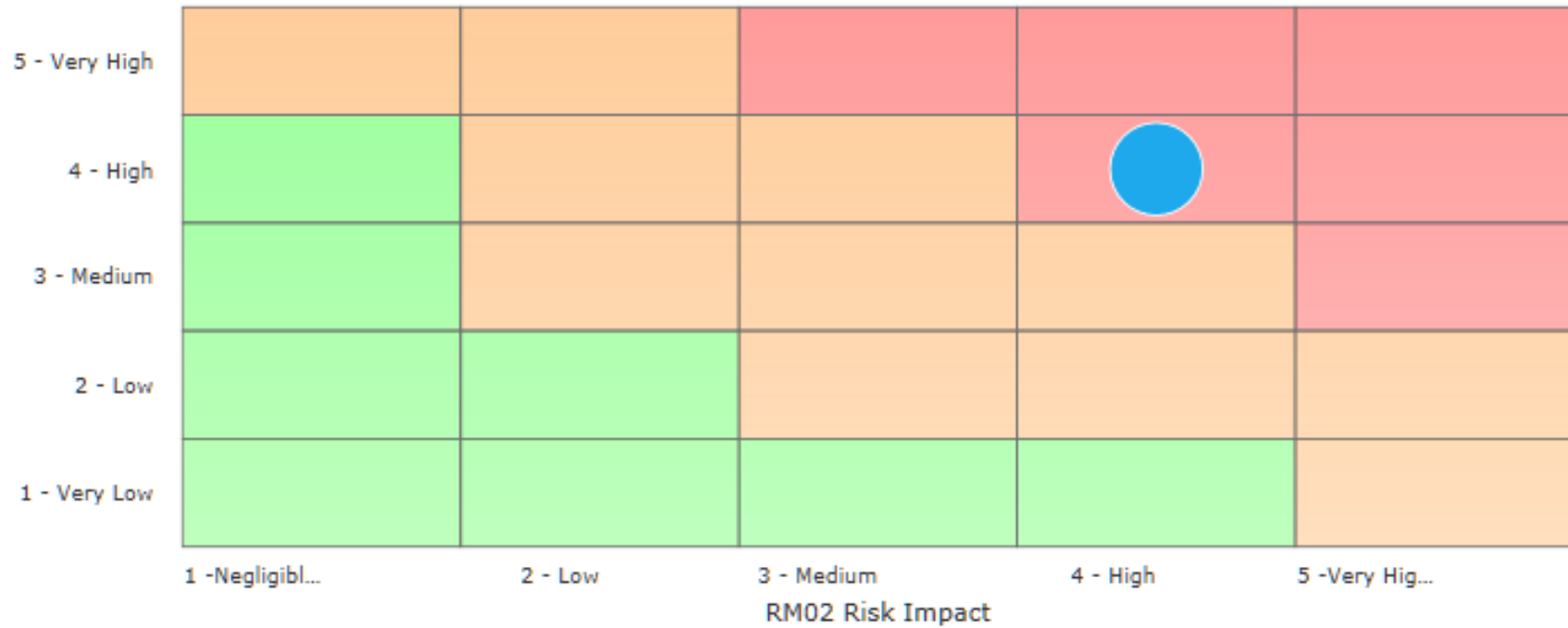
- Community centre groups - less services delivering from facilities.
- Young people - many of our services are reliant on grant funding.
- Work & Skills - all provision is reliant on grant funding.
- Children - all provision is reliant on grant funding.
- Community engagement/resilience - all provision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

## Housing

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

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

- Increased level of rough sleeping throughout the City.
- Greater demand for homelessness and housing related services throughout all sectors of housing within NCC.



Risk 07 - Assessment Date & Score					
Series					
		<input type="button" value="Actual"/> <input type="button" value="Risk Rating"/>			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Actual	16	16	16	16
	Risk Rating	▲	▲	▲	▲

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged.	→
Main issues are maintaining experience staff and budget savings each year.	

### Planned Mitigation

Planned mitigation

All 32 selected

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 07.01	<p>Education</p> <p>Increasing population putting extra pressure on school places across Newport. One new school (due to open September 2017) and second new school (due to open September 2018). Both established largely through 106 funding. Additional school places have been established across the city through a capacity exercise. Where schools are being re-developed, (e.g. Bryn Derw, Caerleon Lodge Hill) additional places have been included.</p>	<p>Jubilee Park will expand to an additional 15 places per year group in September 2018. Glan Lyn Primary opening has been deferred until September 2018, however admissions data showed that there were reception 100 surplus pupil places in the catchment area. The Lodge Hill Primary development is on track to be completed for April 2019. A new capital bid has been made to Welsh Government to open a new Welsh Medium Primary School, creating an additional 420 places (2 form entry) and LRB. Approved capital will lead to the proposed establishment of a Welsh Medium Seedling School in September 2019.</p>



	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.02	<p>Education</p> <p>Increasing population putting extra pressure on school places across Newport. Three further new build schools are planned through 106 monies funding from 2019 – 2024 (NB: shortfall in funding that will need to be made up by Authority). Forecasts show that there is also a need for expansion on existing school sites, in specific areas of the city, with significant population growth. A Welsh Government 21st Century Band B' schools bid has been made which focusses on Newport's urgent need for additional school places as our key priority.</p>	07.02: The Band B Strategic Outline Programme has been approved by Welsh Government. Individual Business Cases will be progressed focussing on Band B school (including those in the centre and west of Newport where there is a demand for pupil places).
□ Risk 07.03	<p>As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.</p> <p>The number of educational places within the city need to grow in order to provide provision for pupils with complex needs.</p>	The Glan Lyn Primary opening has been deferred until September 2018. The LRB panel are consistently assessing LRB places. A temporary LRB may be considered if needed.
✓ Risk 07.04	<p>Growing population of highly vulnerable children:</p> <p>The number of Learning Resources Bases across the city will expand to support increased demand of pupils with Special Educational Needs, allowing them to maintain mainstream school places.</p>	A review of the Planning of School Places for pupils with SEN and ALN has begun. This will inform future provision requirements.
✓ Risk 07.05	<p>The total cost of Out of County placements continues to grow. Education Services will develop an analysis and forecast of Out of County Placements in order to facilitate a strategic plan of supporting these needs in the most affordable way over the next five years.</p>	The scoping / feasibility exercise to locate a new SEBD school continues and is due to conclude in October 2018.

	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.06	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Older Person's Pathway - joint initiative with Health, people identified from GP surgeries and offered a Stay Well Plan that is individualised and focused on maintaining well-being and health.</p>	Continuation of the project within Health, the independent evaluation demonstrates a positive impact on reducing demand for statutory services. The Pathway project is planned for implementation in all Newport GP surgeries.
✓ Risk 07.07	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Reconfiguring a number of service pathways including Frailty &amp; Reablement to reduce duplication, streamline provision, facilitate hospital discharge and provide services focused on maintaining independence.</p>	Reablement integration has now been completed and I team provides a more cohesive service. The work around frailty is ongoing.
✓ Risk 07.08	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Investment in preventative services including 2 Third Sector consortiums offering information, advice and assistance for any Newport citizen.</p>	The consortium approach to preventative services continues to demonstrate effective demand management
✓ Risk 07.10	<p>MANAGING DEMAND – PREVENTION EARLY INTERVENTION</p> <p>Utilisation of ICF for Community Connectors offering community based assistance to people who require support to access low level services</p>	Intermediate Care Funding (ICF) continues to be available to resource the Community Connector Team who are now well established in the provision of low level support to Newport citizens. The team is made up of 8 staff with a range of specialisms. Strong links to third sector partners and community based services ensures that a wide range of needs can be accommodated across all client groups
✓ Risk 07.11	<p>MARKET MANAGEMENT</p> <p>Domiciliary care and Residential and Nursing provision commissioned robustly. Working closely with providers to ensure services are fit for purpose in terms of quality and capacity. Relationship management ensures flexibility and responsiveness.</p>	Robust commissioning processes are employed to ensure market capacity and sustainability are maintained. Ongoing dialogue with providers around fees and regular monitoring around quality.



	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.12	MARKET MANAGEMENT Ensuring in house services are cost effective and targeted at community need.	In house services are regularly reviewed to ensure they are cost effective and fit for purpose. Work to reduce the in house Supported Living Service is reduced from 4 properties to 2 is ongoing and improved provision sourced for existing tenants. A new partner is being sought for the delivery of the 4 Extracare schemes in Newport. The tender process is underway.
✓ Risk 07.13	MARKET MANAGEMENT Cost control –negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce	Fees have been agreed for 2018/19 following detailed negotiations with providers
✓ Risk 07.14	MARKET MANAGEMENT Engagement with Regional workstreams to address National issues around the purchase of domiciliary and residential care services	Workstreams are addressing the issues faced by all Welsh Local Authorities in the delivery of social care - budgets and stability of the market.
✓ Risk 07.15	MARKET MANAGEMENT Early engagement with Health to maximise CHC funding for people with Health needs.	Ongoing - CHC triggers, where identified are being taken through the appropriate channels. NCC is developing more robust approaches to ensure referrals are successfully progressed
✓ Risk 07.16	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Investment in a consortium model of third sector preventative services to offer a single point of contact for all Newport citizens	Ongoing monitoring of preventative services to measure effectiveness and value for money.
✓ Risk 07.17	Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs. • Investment in a Third Sector mental health consortium in partnership with Health – offering a single point of contact for citizens in Gwent.	Ongoing monitoring to measure effectiveness at managing demand and offering interventions to those who would not be eligible for statutory care but who need support to keep them well and maintain independence.

	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.18	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.</p> <ul style="list-style-type: none"> <li>• Utilisation of ICF to deliver a Community Connector Service – offering community support for people to access services.</li> </ul>	On going monitoring to measure effectiveness at managing demand
✓ Risk 07.19	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.</p> <ul style="list-style-type: none"> <li>• Utilisation of ICF to employ a Carers Development Officer</li> </ul>	The newly established carers network has enabled NCC to make contact with more carers across the city by providing more opportunities for communication and consultation.
Page 170 ✓ Risk 07.20	<p>Growing population of highly vulnerable children Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated:</p> <ul style="list-style-type: none"> <li>• Re-tendering for the Strategic Collaborative Partnership that delivers the Family Assessment Support Service (FASS) and Family Support Team (FST).</li> </ul>	<p>From June 2017 to March 2018 there was a significant increase in the number of looked after children. The reasons for the increase is multi factorial and is replicated in some neighbouring LAs. The number of children in care proceedings has doubled. The complexity of the presenting cases are significant is challenging. The pressure of the doubling of the court workload and the increasing numbers of looked after children is placing staff under exceptional strain. The demand is regularly reviewed but there is no indication that decision making has changed and both CAFCASS and the Judiciary are clear that the current cases are appropriate in terms of issue. The most common criticism from both CAFCASS and the Judiciary is that social workers have persisted too long in sustaining families and issuing earlier would for some be appropriate.</p>

	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 07.21	<p>As children with complex needs live longer, the number of children requiring care will increase and the length of care that they require will increase.</p> <p>Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated:</p> <ul style="list-style-type: none"> <li>• Full review of short break services for families with Children with disabilities.</li> <li>• Full review of providing house respite service for families with Children with disabilities.</li> </ul>	Currently in process. When successful tenderer has been awarded contract work will commence with provider to develop service and be on going contract management.
✓ Risk 07.23	<p>Investment in developing preventative services to work with families to build resilience and to prevent children from being accommodated:</p> <ul style="list-style-type: none"> <li>• Carers Development Officer supports families with Children with disabilities.</li> </ul>	On-going monitoring to measure effectiveness at managing demand. Newly established Carers Network ensures better communication and engagement with carer/parent groups.
✓ Risk 07.24	Engagement with Regional work streams to address developing a consistent framework around Continuing Health Care Process.	The concerns around accessing CHC are felt regionally and work is on-going to develop consistent processes to ensure challenge is effective.
✓ Risk 07.25	Cost control – negotiating sustainable fees with providers that offer value for money whilst protecting the social care workforce.	<p>Continued fee negotiations with providers to ensure best value and to ensure best outcomes.</p> <p>Standard monitoring of pay rates, travel time etc. to encourage recruitment and retention within the independent sector.</p>

	Planned Mitigation	Risk - Action Status/Control Strategy
<p>✓ Risk 07.26</p> <p>Page 172</p>	<p>Community Regeneration Aligning services and grants into one programme (Neighbourhood Hubs) will support a rationalization process across all the grants, this process will help us to achieve smarter ways of working that could support a long term vision of sustainability. Processes such as;</p> <ul style="list-style-type: none"> <li>• Staffing – the alignment of staff can reduce the requirement for current levels in finance and management functions.</li> <li>• Duplication – aligning programmes will support projects who share outcomes to end specific projects therefore reducing wasted expenditure.</li> <li>• Commissioning – a single commissioning model will provide the less duplication and savings in regards to management fees to other organisations.</li> <li>• Assets – The colocation and integration of teams through Neighbourhood Hubs will negate the requirement for different facilities and will provide greater focused usage in specific centres.</li> </ul>	<p>Project plans have been designed to implement reviews and changes to projects. Business plans have been drafted for consideration for Neighbourhood hubs and its facilities.</p>
<p>✓ Risk 07.27</p>	<p>Community Regeneration Work with funders to identify further opportunities to provide additional resource to community delivery.</p>	<p>There are applications submitted for funding to DWP, WG and WEFO to ensure we are able to enhance our community offer. We anticipate responses by December 2018.</p>

	Planned Mitigation	Risk - Action Status/Control Strategy
<p>✓ Risk 07.28</p>	<p>Housing Services</p> <p>That an increasing percentage of the population are over 65 putting an increasing strain on demand led services, particularly those that are statutory and raising the risk of unplanned significant budgetary overspends.</p> <p>The number of older people in Newport is growing. More than 600 owner-occupiers aged over 55 currently have active applications for some form of affordable housing</p>	<p>The development in Beechwood is now allocated and occupied. The scheme in Gaer is nearing completion and allocations have now started. The scheme in St Julian's is due to start construction in September. Scheme in Rogerstone has obtained planning consent and planning applications are due for schemes in Ringland and Llanwern in next 2 months. Plans to remodel 2 existing schemes are ongoing.</p>
<p>✓ Risk 07.29</p>	<p>Removal of preventative services could impact negatively on statutory services by increasing the demand and complexity of needs.</p> <ul style="list-style-type: none"> <li>• Increased resources provided to assist in homeless prevention and to secure additional staffing to meet need</li> <li>• Grant funding available from Welsh Government targeted to key demand areas of the homelessness prevention service across a range of partners</li> <li>• Links with third sector agencies in place and being developed to meet demand for services</li> <li>• Regional Homelessness Strategy under development in order to explore regional opportunities for service development/initiatives</li> </ul>	<p>Additional posts recruited to Housing Needs Unit to address growth in demand, ensuring that prevention services are maintained and delivered in line with statutory requirements.</p> <p>Regional Homeless Review completed.</p> <p>Strategy to be drafted and completed in 2018 in line with statutory requirements.</p> <p>Welsh Government grant funding targeted at key pressure areas and being monitored in line with grant requirements.</p> <p>Further preventative services being developed to address identified needs and pressures</p>



	Planned Mitigation	Risk - Action Status/Control Strategy
<p>✓ Risk 07.30</p>	<p>Increasing population putting extra pressure on demand for affordable housing or specialised housing</p> <p>Increased pressure to deliver affordable housing, but in a climate when viability issues on sites regularly see the development industry reducing the percentage of affordable housing they are willing to deliver</p> <ul style="list-style-type: none"> <li>• Homeless prevention work to secure alternative affordable accommodation options established and embedded within statutory services</li> <li>• Procurement of temporary accommodation for homeless households in place to meet the changing demands and needs for the service</li> </ul>	<p>In 2017/18 planning consent was obtained for 403 affordable homes, 264 of these are at Whiteheads.</p> <p>Developers continue to lobby for a reduction in affordable housing e.g. Llanwern Steelworks citing viability, reducing the authority's ability to meet its statutory duties.</p> <p>Continue to lobby Welsh Government and Cardiff City Region for mechanism to assist with addressing viability.</p>
<p>✓ Risk 07.31</p>	<p>Growing population of highly vulnerable children requiring housing solutions within the care system and once leaving the care system.</p>	<p>Working in partnership with Children Services to deliver innovative solutions for children and young people through different schemes (supported lodgings, private sector arrangements, partnerships with RSL's)</p> <p>Working with Social Services to look at developing appropriate bids for ICF funding to look at alternative housing solutions and opportunities to prepare for independence.</p>

	Planned Mitigation	Risk - Action Status/Control Strategy
<p>✓ Risk 07.32</p>	<p>Increasing shift away from owner occupation towards private renting</p> <p>A study for the Welsh Government into the fees charged by letting agents showed that Newport has a relatively high proportion, 36% of registered rental properties managed by agents, and was designated a high rent area and the total number of properties registered was 8,252. The study found that, although the work required and the costs incurred by the agents were similar in all areas, the fees charged to applicants varied considerably, according to the size of agency and the local housing market. Fees can make it difficult for low-income tenants to secure private rented housing, especially if they are obliged to move more frequently than owner-occupiers would when assured shorthold tenancies come to an end.</p>	<p>Preparation of new action plan on empty homes to try to encourage owners to let properties rather than leave them empty</p>
<p>✓ Risk 07.33</p>	<p>Increasing concerns about the standard and fitness within the existing housing stock</p> <p>Much of Newport's housing stock is pre-1920's and, in 2017, the council's Environmental Health team identified nearly 13,000 serious hazards in Newport homes, most of them privately rented.</p>	<p>Home improvement loans schemes being revised to include equity loans for the over 75's and the appointment of an accredited financial partner to administer owner-occupier loans</p>
<p>✓ Risk 07.34</p>	<p>An expanding population of older people along with increasing numbers of people choosing to remain living in their own homes will increase demand for mandatory home adaptation services</p> <p>Increasing pressure on the adaptations capital budget.</p>	<p>As before, ongoing monitoring of demand and budget management relating to costs and supply, with provision of smaller scale, preventative adaptations to mitigate future demand for more complex adaptation schemes.</p>

# Risk 08 - Risk of Stability of External Suppliers

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

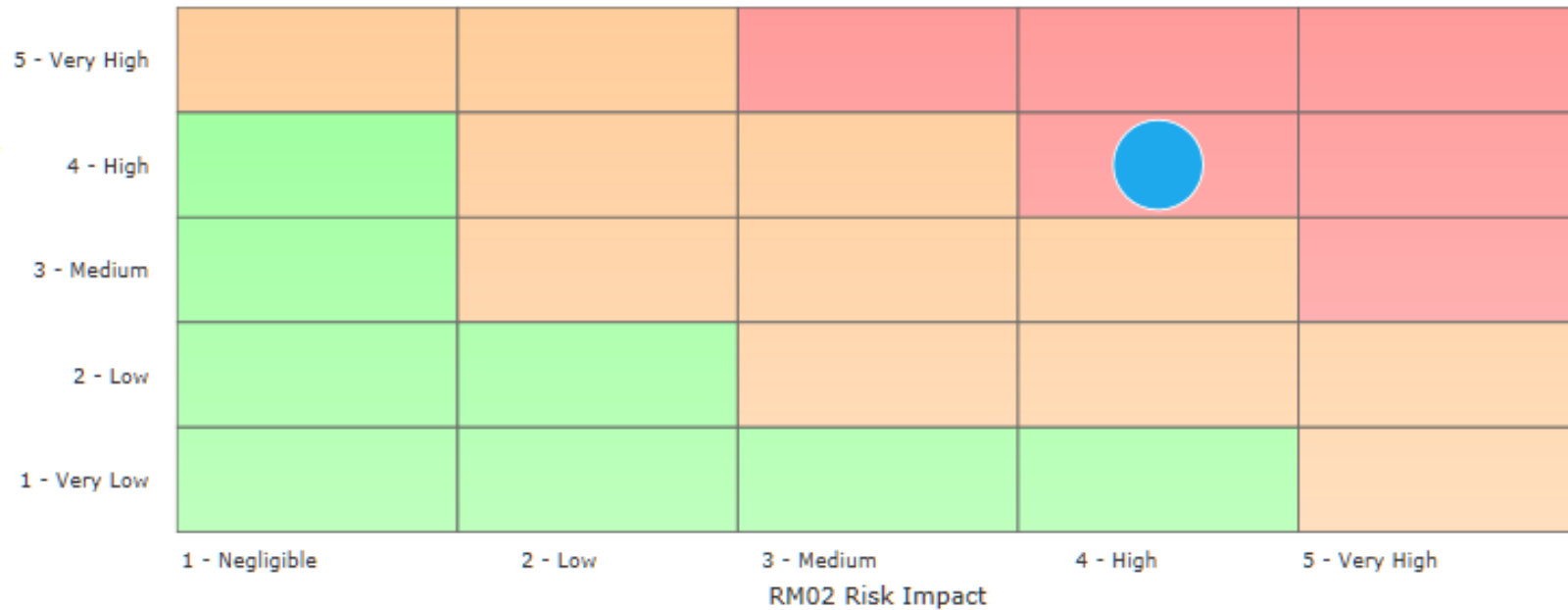
Risk rating prior to mitigation

August 2017 - High (20)

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

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RM03 Risk Probability





Risk 08 - Assessment Date & Score					
Series					
Actual		Risk Rating			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Actual	20	20	20	16
	Risk Rating	▲	▲	▲	▲

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged.	✓

### Planned Mitigation

Object Measure Name

All 6 selected

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Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 08.01	Market Management Consultation and engagement with social care providers	Ongoing dialogue with providers, Commissioning and Contracts have regular communication, specifically around fees and in relation to monitoring and review processes. Also opportunities to make contact with new and prospective providers through supplier days and service forums.
✓ Risk 08.02	Encouraging New Providers To Enter The Market The offer of block contracts for domiciliary care hours that provides incentive for new providers and creates a diverse market place.	The spot contracting approach to domiciliary care continues to work well, the brokers offer packages and providers pick up the ones they have capacity to deliver. This approach means that we are in constant contact with providers and have developed an in depth understanding of their particular challenges and strengths.
✓ Risk 08.03	Encouraging New Providers To Enter The Market Open dialogue with providers interested in entering the market to ensure they are fully informed about service demand and future commissioning intentions.	The spot contracting approach means that NCC are able to offer work to new providers (subject to accreditation). We currently have 26 providers operating in Newport of varying size. NCC's fee negotiation strategy and approach to brokering packages has ensured market stability. The risks around recruitment and retention of staff still remains but the range of providers available in Newport ensures ongoing capacity to meet demand

	Planned Mitigation	Risk - Action Status/Control Strategy
<input checked="" type="checkbox"/> Risk 08.04	<p>Developing New Sustainable Models of Service &amp; Maximising Alternative Funding</p> <p>Working with partners such as Housing and Health to develop new services that are more financially sustainable and offer better opportunities for people to live independently.</p>	<p>Continuation of positive work with RSL's to develop more sustainable and appropriate accommodation for people with care and support needs. Centrica has been completed, resulting in a fully modernised and accessible respite facility for adults with learning disabilities. 7 new flats are due for completion in Bettws for adults with learning disabilities and will be the new home for 2 tenants from NCCs in house Supported Living scheme and 3 others, currently in unsuitable accommodation. Further new developments are planned for next year including 16 new self contained flats in Newport that will operate on the same basis as Ty Eirlys.</p>
<input checked="" type="checkbox"/> Risk 08.05	<p>Working With Commissioning Partners</p> <p>Working Regionally &amp; Nationally to share knowledge, best practice, market intelligence and to develop commissioning strategies in both adults and children's services.</p>	<p>NCC are engaged in all regional workstreams including domiciliary care and the development of a common contract for residential care to support the establishment of a pooled budget. Regular information sharing with other LA commissioners is ongoing</p>
<input checked="" type="checkbox"/> Risk 08.06	<p>Commissioning Function</p> <p>Strong, well organised Commissioning function and agreed strategies that effectively oversees and controls all purchasing activity and understands the local market. The Commissioning team are fully sighted on market issues, have well developed relationships with providers and work closely with operational teams to source good quality sustainable services.</p>	<p>Consideration is being given to the development of an integrated People commissioning team operating consistently across adults, children's and education services. A mapping exercise is underway to identify the level of resource required to meet the future demands of a whole systems approach.</p>

## Risk 09 - Increasing Pressure on Existing Infrastructure

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene

Risk rating prior to mitigation

August 2017 - High (16)

Risk	Description	Jun 2018	
		Identified	Links To
Risk 09 - Increasing Pressure on Existing Infrastructure	The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.	Sep 2017	<ul style="list-style-type: none"> <li>▪ Corporate Plan</li> <li>▪ Service Plans</li> </ul>

### Risk 09 - Description/Rationale

The M4 Bridge tolls will be abolished for all vehicles at the end of 2018 with an interim reduction in tolls being introduced on the 8th January 2018. This is a positive opportunity for the city but the council must consider the potential impact on existing infrastructure.

Traffic at the Toll's is currently 'held' back and released creating a pulsing effect on traffic entering Wales.. Removal of this effect will result in more traffic reaching the 2 lane sections at Magor and the Brynglas tunnels quicker, with associated congestion.

Although that is primarily a network management issue for the SW Trunk Road Agency, it is likely to result in rat running on alternative routes impacting on the city's network. Increased use of the Steelworks Access Road, SDR and Chepstow Road is anticipated as the main alternatives motorists will seek to use. We know this with some confidence due to the regular effect on our network of congestion, road collisions and roadworks on the M4.

The tolls are a barrier to logistics companies (some firms spend £200k per annum in toll fees); therefore many logistics and distribution firms locate on the English side of the bridge. Removal of the tolls is likely to result in a review of location, with the potential relocation in and around Newport increasing the impact on local networks.

House prices in Bristol are relatively expensive; therefore removal of the tolls could increase the attractiveness of living on the Welsh side and commuting to Bristol. This presents an opportunity for Newport, especially locations with good motorway access east of the tunnels but it will attract significant additional car journeys.

Increased light and heavy vehicular usage will impact on the whole life of our highway assets and result in increased routine maintenance and associated revenue and capital investment.

Any additional traffic will be detrimental to air quality – particularly within the city’s existing AQMAs

**Impact on public transport and Council services**

Increased traffic on local roads will have a detrimental impact on journey time/reliability. It will also increase operating costs for public transport and council services that rely on road based delivery models. (The Welsh Assembly Enterprise and skills committee are undertaking an inquiry into the impact of congestion on bus services).

Consideration of additional resources or different delivery models may be required as mitigation.



Risk 09 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Risk Score	16	16	16	16
	Risk Rating	▲	▲	▲	▲

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged.	→

### Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 09.01	In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport.	In the long term, the successful delivery of the proposed M4 would have the potential to mitigate the effects of the toll removal through Newport
✓ Risk 09.03	Improved links to existing M4.	Newport are currently working with WG on improving transport links, congestion and journey times through the Junction 28, Forge Road and Tredegar Park roundabouts reconfiguration works.

## Risk 10 - Climate Change

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene The Deputy Leader and Cabinet Member for Assets and Member Development

### Risk rating prior to mitigation

August 2017 - Medium (12). There are a number of risks within this document, each with an individual risk ranging from low to high. The average risk as a whole has been calculated as upper medium.

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Risk	Description	Jun 2018	
		Identified	Links To
Risk 10 - Climate Change	<p>It is generally accepted that the effects of global warming will result in:</p> <ul style="list-style-type: none"> <li>· All areas of the UK get warmer and the warming is greater in summer than in winter;</li> <li>· Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK</li> <li>· Sea levels rise - more in the south of the UK than the North.</li> </ul>	Sep 2017	<ul style="list-style-type: none"> <li>▪ Civil Emergencies</li> <li>▪ NCC Assets</li> <li>▪ Severe Weather Emergency Plans</li> <li>▪ Streetscene Service</li> </ul>

### Risk 10 - Description/Rationale

It is generally accepted that the effects of global warming will result in:

- All areas of the UK get warmer and the warming is greater in summer than in winter;
- Little change in the amount of precipitation (rain, hail, snow etc) that falls annually but it is likely that more of it will fall in the winter with drier summers for much of the UK
- Sea levels rise – more in the south of the UK than the North.

To tackle the challenge of climate change, Newport needs to act on two fronts;

- Prepare for the changes that are already happening because of the greenhouse gases which have already been released
- Reduce the greenhouse gases we emit through our operation by reducing and decarbonising our energy consumption



## **Preparing for the changes**

Newport should consider how various climate change variables such as intense or prolonged rainfall; hotter temperatures and higher wind speed will impact on the type of highway assets that they manage and the likelihood of these events occurring. By doing this the greatest generic risks to network closure or restriction can be identified. These are likely to be;

- Flooding (pluvial, fluvial, groundwater and coastal)
- Snow
- Landslips
- Scour
- Wind damage
- Heat/ water and frost damage
- Disruption at interchanges with other transport modes such as rail and bus.
- Inadequate or over stretched resources to meet demand

Newport should review and apply the latest UK Climate Projections, as developed by the Met Office and Environment Agency, when assessing future risk and vulnerability. These projections for future changes to both average climatic conditions and also the frequency of extreme weather events, allow for an understanding of where risk levels may change, and the identification of new risks which may emerge as the climate changes. When applied alongside records of past incidents, and other information sources (such as flood maps), climate projections may also help to identify when and what action should be taken to adapt to the risks.

The locations where there is potential for these events to occur on the Network should be identified. This can be done using the highway asset inventory and records of past incidents of weather related damage or incidents such as flooding or landslips.

The local Flood Risk Management Plans should also be used to identify areas prone to flooding. Where possible, local knowledge should be used to validate the findings.

## **Decarbonising and reducing our energy consumption**

The Environment (Wales) Act 2016 requires that Wales reduce its carbon emissions by 80% by 2050; at the time of writing the Welsh Government are consulting on the Public Sector being Carbon neutral by 2030 as well as how targets and budgets will be implemented from now until 2050.

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

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

Newport City Council has limited renewable energy generation across our estate, increasing this significantly would be a major step towards meeting emission reduction targets. Potential locations for installations will be reviewed and options for implementation considered.

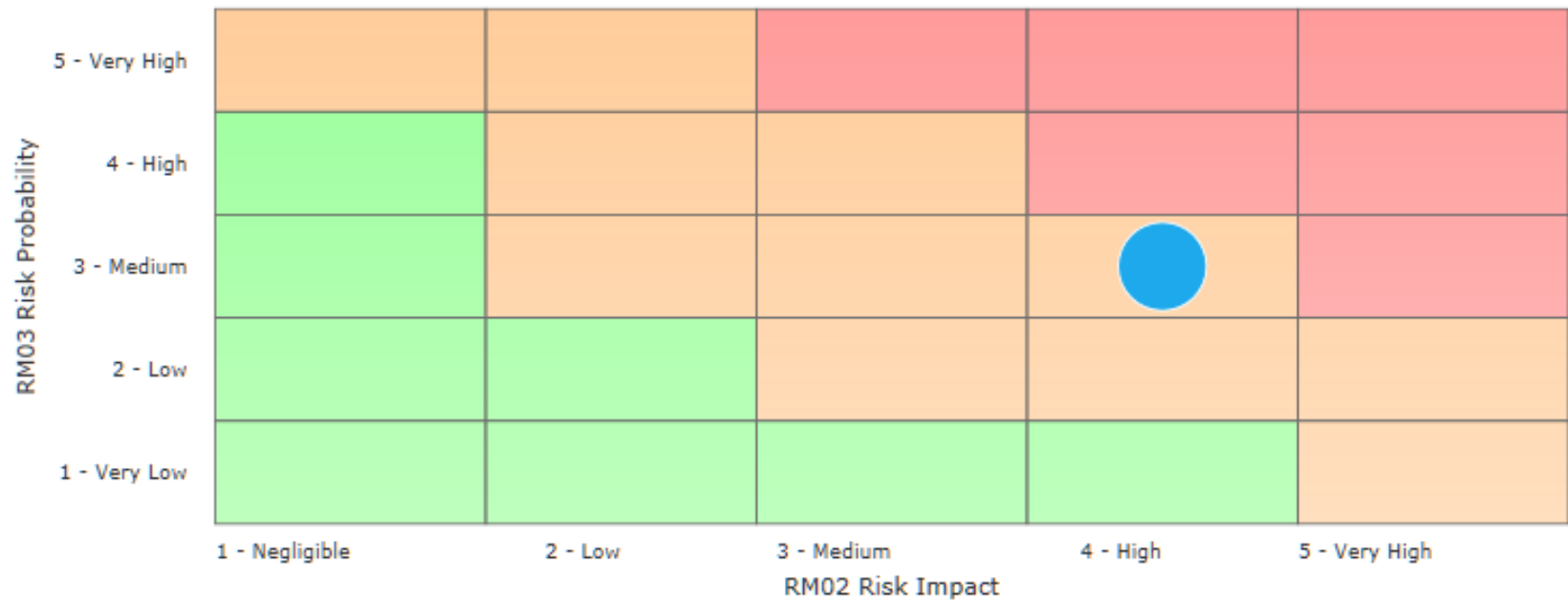
Some of the risks may have the potential to be reduced by mitigation action. Such action could range from improved routine inspection or maintenance regimes to major asset improvement or replacement works. Options for mitigating the greatest risks should be explored with a view to prioritising those measures that will provide the greatest return on investment in terms of reduced risk. These measures should be integrated with the asset management plan with an appropriate weighting.

Welsh Government are currently consulting on the national actions required to meet the upcoming carbon budgets and are putting forward some major actions for the public sector. The requirements on the Local Authority to take action are only going to increase as the national requirements to decarbonise increase, measures currently being consulted on include:

- 1) **The public sector to baseline, monitor and report progress towards carbon neutrality** (including scope 3 emissions)
- 2) **All new cars and light goods vehicles in the Public Sector fleet are ultra low emission by 2025 and where practicably possible, all heavy goods are ultra low emission by 2030**, and the toughest of all,
- 3) **Public Sector buildings are supplied with low-carbon heat by 2030**. Which means a move away from traditional gas heating.

It is likely that there will ultimately be additional carbon taxes or penalties for not achieving reductions.





Risk 10 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Risk Score	12	12	12	12
	Risk Rating	●	●	●	●

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged.	➔

## Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 10.01	Produce and implement a Carbon Management and Implementation plan to set out a strategy, objectives and programme to reduce overall carbon emissions, provide investment opportunities and to mitigate against anticipated increases in energy supply costs.	Draft completed but not yet made final and published due to other priorities.
✓ Risk 10.02	Aim to get the best value for money from procurement of utilities through the National Procurement Service. Wherever possible purchase electricity backed by Renewable Energy Guarantee of Origin Certificates.	Electricity procurement contract recently renewed for 2 years including 100% renewable electricity.
✓ Risk 10.03	Undertake a full review of the Council's assets and their suitability for the application of renewable energy technologies to deliver Carbon and financial benefits.	<ul style="list-style-type: none"> <li>- REW PV study completed</li> <li>- Renewable energy projects to be included in building energy efficiency programme</li> <li>- Potential Solar Farm feasibility underway</li> </ul>
✓ Risk 10.04	Plan and deliver Sustainable Urban Drainage Systems (SuDS) - SuDS such as permeable surfaces, swales, wetlands and ponds can play an important role in managing local flood risk in urban areas since they replicate natural surface water drainage systems.	Consultation in respect to this item has now concluded. Schedule 3 of the Flood and Water Management Act (2010) officially comes into force on the 9 January 2019. Newport City Council is required to implement a SAB (SuDs Approval Body) by this time.
✓ Risk 10.05	Comprehensive and robust Adverse Weather Plans.	This risk item will involve a number of council officers. I would recommend that Alan Young and Martin Coombes are consulted from a highway management and civil contingencies perspectives.

	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 10.06	Plan and deliver green infrastructure - green infrastructure (trees, parks, open space etc) is important because it can help to keep cities cool in the summer, provide drainage routes for surface water and provide pathways through the urban environment for biodiversity to migrate as the climate changes.	<p>The Green Infrastructure of the authority is monitored and managed primarily through overarching plans, policies and guidance such as LANDmap, the Local Development Plan, the Biodiversity Action Plan, the Fields in trust Standards and the assessment of Accessible Natural Greenspace provision.</p> <p>Develop the criteria for the Special Landscape Areas.</p> <p>Gwent Levels Landscape Character Assessment and Green Infrastructure assessment through the Living Levels project.</p> <p>Comprehensive management and replacement programmes for trees and woodlands.</p>
✓ Risk 10.07	Selection of road surfacing materials that have a higher resistance to heat damage and /or heat reflectivity. Increased preventative maintenance to seal surfaces to water ingress and arrest disintegration.	Newport will continue to review the performance of materials and promote timely intervention to secure the whole life of assets. Advances in materials and technology will be embraced where and when applicable.
✓ Risk 10.08	Maximise on available Welsh Government funding to improve the defence of the city against fluvial and coastal flooding.	<p>There are opportunities to receive funding from Welsh Government for capital schemes. Correspondence in such matters should be made to <a href="mailto:floodcoastalrisk@gov.wales">floodcoastalrisk@gov.wales</a></p> <p>Using Welsh Government funding, Newport City Council (in 2017) implemented outline business cases for Pillgwenlly and Home Farm, Caerleon. Upon implementation of these business cases, the business cases advised a positive cost/benefit ratio, particularly regarding the Pill Scheme. These schemes should be considered and explored further for potential design and construction.</p>

# Risk II - Increasing Demands on IT Services and the Modernised Agenda

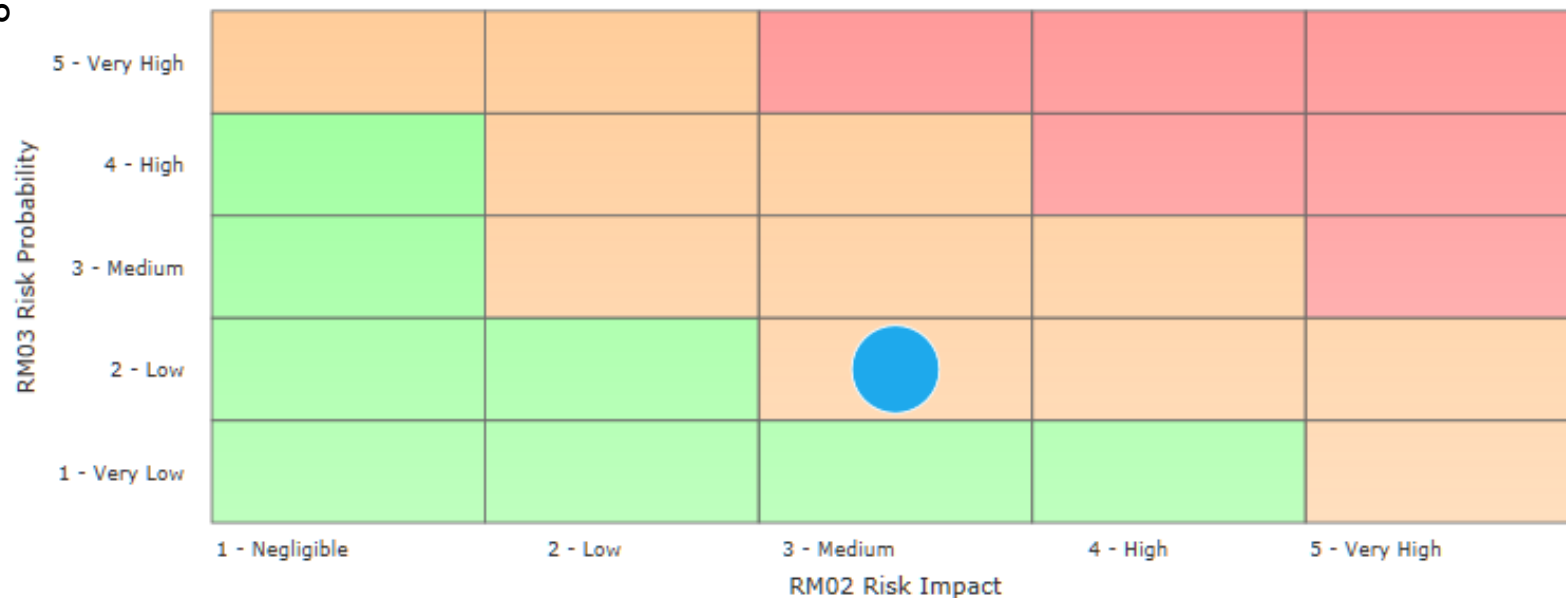
Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (6)

Risk	Description	Jun 2018	
		Identified	Links To
Risk II - Increasing Demands on IT Services and the Modernised Agenda	Increased demand for IT services with a reducing budget poses a risk to the future development of IT infrastructure and the development and delivery of the modernised council agenda.	Sep 2017	<ul style="list-style-type: none"> <li>Corporate Plan</li> <li>Modernised Council Agenda</li> <li>People and Business Change Service Plan</li> </ul>

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Risk 11 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Risk Score	6	6	6	6
	Risk Rating	●	●	●	●

Jun 2018	
Risk - Direction of Risk	Direction
Unchanged.	→

### Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 11.01	Manage and develop effective IT services following transition to SRS by establishing strong retained client-side management arrangements, processes and procedures.	SRS Delivery Group meetings continue to manage planned work and projects as part of client side arrangements. Follow up session on SRS investment objectives planned. External review of IT/Digital service being commissioned to review SRS/Digital progress, identify strengths and weaknesses as well as identifying areas for future investment to enhance IT/Digital capabilities for the council.
✓ Risk 11.02	Development and implementation of digital by default by committing to move all transactional services online and fully digitising the back-office.	This is being managed on a strategic basis by the modernised Council Board chaired by the Chief Executive. This will feed in to the newly created Digital City Board. Successful roll out of online expenses system within the iTrent system.
✓ Risk 11.03	Monitoring of carefully considered data set to manage performance of the SRS arrangement/demand on services.	Performance measures for SRS are in place and monitored on a monthly basis. Performance of SRS provided to Scrutiny in April 2018. Monthly performance information provided by SRS reviewed at SRS Delivery Group and Digital Board. Dashboard created in MI Hub.

# Risk 12 - Increasing Risk of Cyber Attack

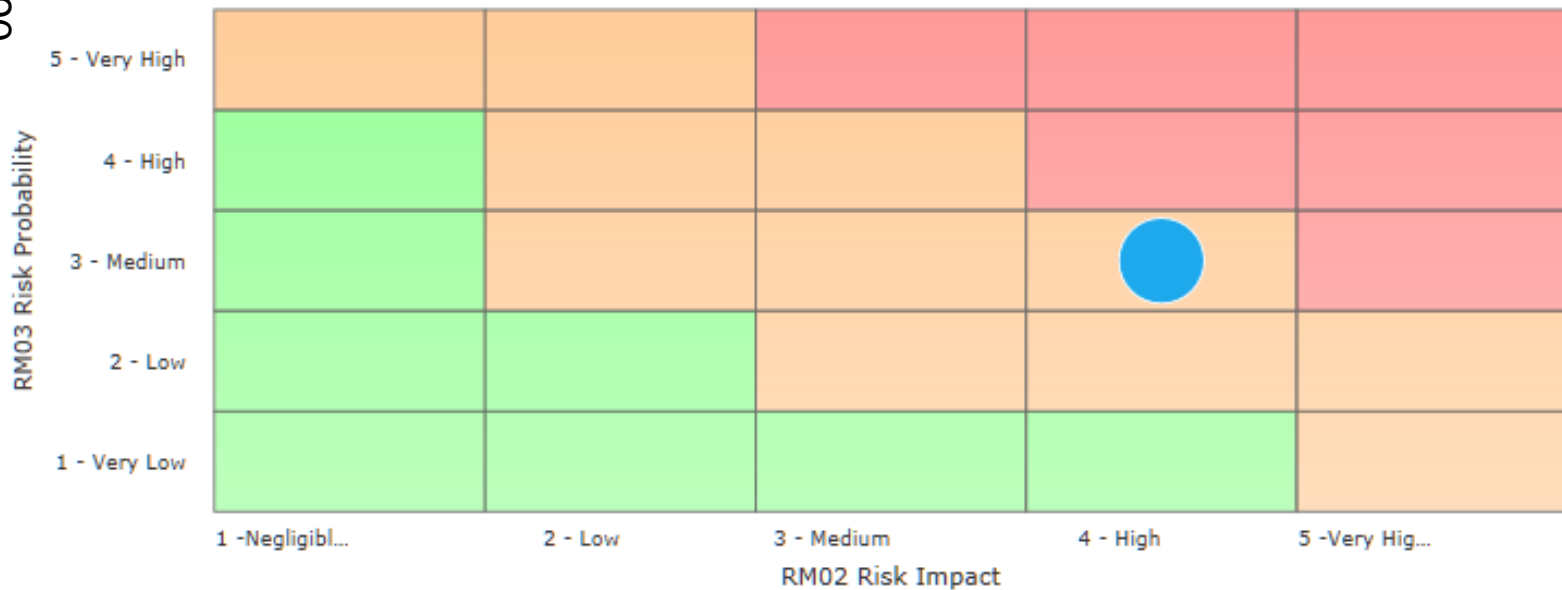
Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (9)

Risk	Description	Jun 2018	
		Identified	Links To
Risk 12 - Increasing Risk of Cyber Attack	Risk of data loss, disaster recovery, impact of possible fines.	Sep 2017	<ul style="list-style-type: none"> <li>Corporate Plan</li> <li>Modernised Council Agenda</li> <li>People and Business Change Service Plan</li> </ul>

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Risk 12 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Risk Score	9	9	9	12
	Risk Rating	●	●	●	●

Jun 2018	
Risk - Direction of Risk	Direction
The threat of cyber attack has previously been based on the impacts of fraudulent and illegal activity. Recent Home Office advice suggests that there needs to be further consideration of cyber attack originating from another State or terrorist organisation. The risk has therefore been updated.	✘

### Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
Page 191 ✓ Risk 12.01	Using and Securing Data in line with the council's Digital Strategy. Numerous information risk management activities including the role of the Information Governance Group, Senior Information Risk Owner (SIRO), and Annual Information Risk Report. Also managing compliance, information security incident management, training and awareness raising.	Most information risk management activities are carried out on an on-going basis. Scheduling issues with the IT Annual Health Check have impacted on PSN submission and remediation action plan. Remediation action plan prioritised for the IT Service, SRS and part way through resolving vulnerabilities. Reduced number of information security incidents during 17/18. Lessons are learned from incidents. Further improvements to business continuity arrangements are scheduled. The Information Governance Group, SIRO and information governance team manage information risk on behalf of the council.
✓ Risk 12.02	Working with SRS to implement Office 365, including cyber security suite.	On-going.



## Risk 13 - Asset Management: Carriageways and Buildings

Responsible Officer	Strategic Director - Place
Lead Cabinet Member	Cabinet Member for Streetscene The Deputy Leader and Cabinet Member for Assets and Member Development

Risk rating prior to mitigation

August 2017 - High (20)

Risk	Description	Jun 2018	
		Identified	Links To
Risk 13 - Asset Management: Carriageways and Buildings	This links to budget challenge and Government changes to financial settlement and grant funding. This refers to the council's ability to maintain assets in the short, medium and long term due to increasing budget pressures.	Sep 2017	<ul style="list-style-type: none"> <li>▪ Corporate Asset Management Plan 2018-2023</li> <li>▪ Corporate Property Strategy and Strategic Asset Management Plan 2013-2018</li> <li>▪ Streetscene Service Plan</li> </ul>

### Risk 13 - Description/Rationale

#### Carriageways

It is acknowledged throughout Wales that current funding levels fail to ensure a minimum of steady state in highway condition and untreated highway assets continue to deteriorate. Although Newport has proactively used its powers to fund highway condition improvements through prudential borrowing and has benefited from Welsh Government's Local Government Borrowing Initiative (LGBI), the cessation of the Welsh Government's Road Maintenance Grant has resulted in under investment into the city's carriageway asset stock since 2014/15.



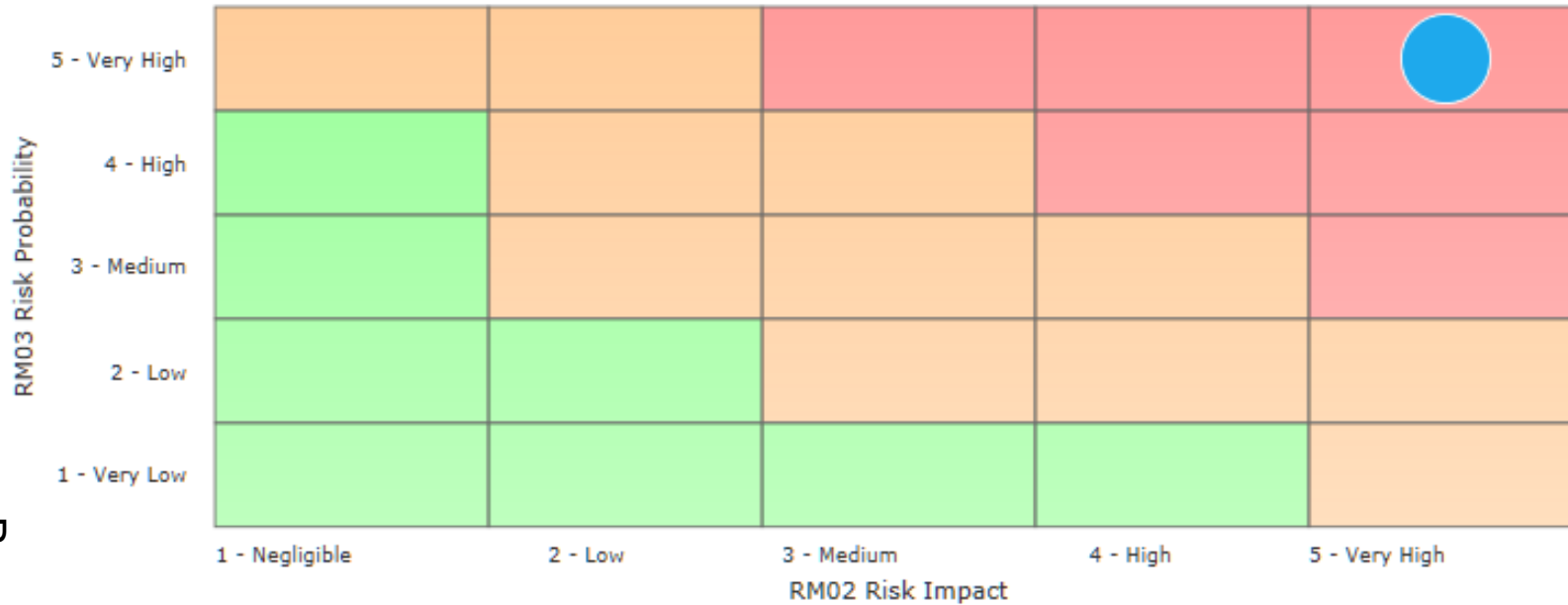
Carriageway condition is a Public Accountability Measure within the council's suite of performance indicators. using the Horizons asset management tool, highway condition can be forecasted for future years against differing levels of capital funding. Using a zero capital budget scenario, the condition evaluations are:

- Cost (over 5 year period) to bring the network up to standard (clear maintenance backlog) = £31.8M.
- Cost (over 5 year period) to keep the PIs PAM 020,021 and 022 at a steady state (maintain current network condition) = £13.4M.
- Gross replacement cost £646M.

### **Buildings**

Newport City Council has a significant property estate, many of which have suffered from a lack of annual and cyclical repair, maintenance and investment. £1.5M is invested annually within the NCC estate from the Capital Maintenance Programme, however, this is not enabling a meaningful impact in reducing the maintenance backlog, which is estimated to be at a value of £50M (dated May 2017). NCC is investing its repair and maintenance programme at a rate of £105/m<sup>2</sup> which is particularly low compared to adjacent authorities and public sector organisations.

The majority of backlog is contained within building elements such as roofs, timber windows, boilers and electrical works. Based on a maintenance backlog estimate of £50M and assuming a £3M annual depreciation across the estate an investment of £8M per annum would be required.



Risk 13 - Assessment Date & Score					
Series					
		Risk Score		Risk Rating	
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
▶ RM01 Risk Rating	Risk Score	20	20	25	25
	Risk Rating	▲	▲	▲	▲

Jun 2018	
Risk - Direction of Risk	Direction
Buildings - Pressure upon the Council's annual capital maintenance programme continues and this is being managed in-year by the Capital Strategy and Asset Management Group.	➔
Carriageways - despite mitigating actions in place the condition of carriageways continues to decline, this risk is now rated as very high.	

## Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✓ Risk 13.01	Carriageways – The limited capital investment has been implemented to maximise the safety, serviceability and sustainability of the highway asset. However, asset condition continues to decline.	Carriageways - Insufficient funding continues to impact of highway condition. Refinements in the way that highway authorities road condition is forecasted shows that current maintenance backlog for 2018/19 is predicted to be approximately £24m and is predicted to rise to £28m during 2022/23.
✓ Risk 13.02	Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act.	Carriageways – Robust highway inspection and repair regimes mitigate the risk of 3rd party claims as a result of failure of duty to maintain the highway under Section 41 Highways Act.
✓ Risk 13.03	Carriageways – Support WLGA in its lobbying of Welsh Government for the reintroduction of funding through another round of LGBI.	Welsh Government have confirmed £1m one off grant for highway capital maintenance in 2018/19. Asset condition has been recalculated following this investment. However, although welcome, considering the level of maintenance backlog, little impact is anticipated on whole life of network
Page 195 ✓ Risk 13.04	Buildings – Condition surveys are being enhanced for 2017/18 and 2018/19 to better understand the entire estate, with a reduced commitment for each year thereafter for cyclical condition surveys and specialist surveys to accompany.	Buildings - Surveys throughout the estate continue and are being presented to Capital Strategy and Asset Management Group (CSAMG) for incorporation within the annual Capital Maintenance Programme.
✓ Risk 13.05	Buildings – A greater level of programming and prioritisation of the Capital Maintenance Programme for delivery to include life expectancy, building sufficiency and suitability, as well as backlog value.	Buildings - A prioritisation matrix based on a number of factors with proportionate weighting has been implemented for evaluation purposes and provides the Capital Strategy and Asset Management Group (CSAMG) with the intelligence to make informed decisions. CSAMG are regularly briefed at the meetings, and outside of meetings as determined by the level of priority.

# Risk 14 - Recruitment and Retention of Specialist Professional Staff

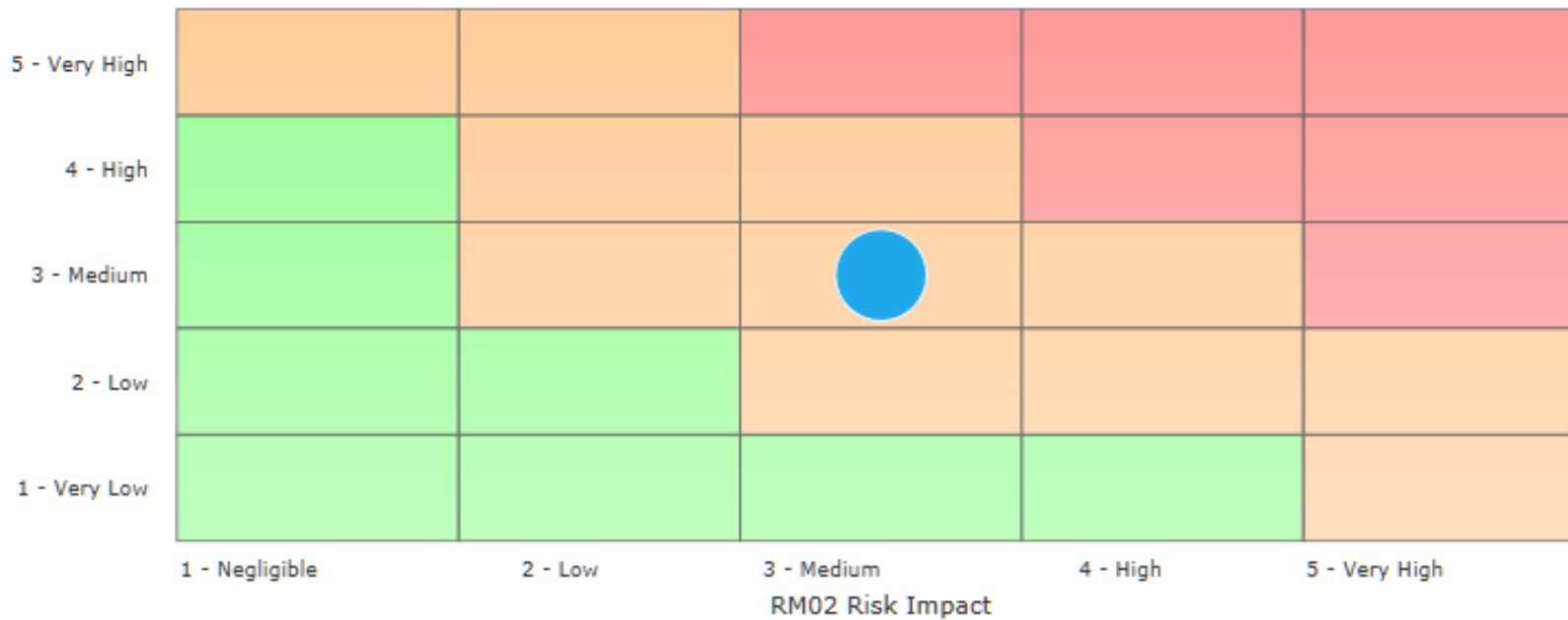
Responsible Officer	Chief Executive
Lead Cabinet Member	Cabinet Member for Community and Resources

Risk rating prior to mitigation

August 2017 - Medium (12)

Risk	Description	Jun 2018	
		Identified	Links To
Risk 14 - Recruitment and Retention of Specialist Professional Staff	Resilience of council services and ability to retain specialist professional staff and attract new employees in a competitive market place.	Sep 2017	<ul style="list-style-type: none"> <li>Corporate Plan</li> </ul>

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RM03 Risk Probability



Risk 14 - Assessment Date & Score					
Series					
Risk Score		Risk Rating			
		Sep 2017	Dec 2017	Mar 2018	Jun 2018
RM01 Risk Rating	Risk Score	12	12	12	9
	Risk Rating	●	●	●	●

Jun 2018	
Risk - Direction of Risk	Direction
Two pieces of work have completed since the last update; gender pay gap reporting and an equal pay audit, both of which report favourably in terms of the pay and employment of women in the Council. Whilst there remain specific difficulties in attracting key professions into the Council, this will remain a challenge in the geographical area with Cardiff and Bristol being equally commutable.	✔

### Planned Mitigation

Jun 2018		
	Planned Mitigation	Risk - Action Status/Control Strategy
✔ Risk 14.01	Review of equal pay audit in March 2018 to ensure integrity of the Council's pay and grading system.	This action has been completed and the equal pay audit did not identify any key issues requiring attention.
✔ Risk 14.02	Effective succession planning practices demonstrated in key service areas where risk is perceived to be high.	Heads of Service will be required to effectively succession plan to ensure internal talent is being developed in order to successfully appoint to key positions when vacancies arise due to external progression. Heads of Service will need to work closely with their HR Business Partner to identify their individual risks and what development needs exist within their current workforce.

## Appendix 2

### How the Council Assesses Risk

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

### Risk Assessment Matrix

A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix 3.

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

### Risk Scoring

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

### Risk Matrix

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

## Appendix 3

### Impact Matrix

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

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



## Probability

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

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# Report

## Cabinet

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### Part 1

**Item No.** 10

**Date:** 19 September 2018

**Subject** **Cabinet Work Programme**

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

**Author** Head of Democratic Services

**Ward** All Wards

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

The current work programme runs to June 2019, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Head of Democratic Services brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

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

**Action by** Head of Democratic Services

**Timetable** Immediate

This report was prepared after consultation with:

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

## Background

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

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

The current work programme runs to June 2019, but it is a working document. It is important that the work programme is owned and prioritised by Cabinet Members directly, so each month the Head of Democratic Services brings a report updating Cabinet on any changes, so that the revised programme can be formally approved.

The updated work programme is attached at Appendix 1.

## Financial Summary

There is no direct cost to adopting a programme of work.

## Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
No action taken	M	L	Work programming arrangements are in place to ensure they are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.	Head of Democratic Services
The process is not embraced by report authors and members	M	M	If there is proliferation of unplanned or late items, the opportunity to ensure work programming is timely, meaningful, informative, and transparent, balanced, monitored, and joined up will diminish	Head of Democratic Services

## Links to Council Policies and Priorities

These proposals will help the Council provide the best possible service to members and will provide information to the public and elected members.

### **Options Available and considered**

- To adopt the process and adopt or amend the work programme
- To consider any alternative proposals raised by Cabinet members
- To take no action

### **Preferred Option and Why**

To adopt the proposals which should help to ensure work programming arrangements are timely, meaningful, informative, and transparent, balanced, monitored, and joined up.

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

There are no financial implications in adopting a programme of work.

### **Comments of Monitoring Officer**

There are no legal implications in adopting a programme of work.

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

There are no specific staffing implications in adopting a programme of work.

### **Comments of Cabinet Member**

The Chair has approved the report for consideration by cabinet.

### **Local issues**

There are no local issues as this report relates to the Council's processes

### **Scrutiny Committees**

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

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

This does not apply to this procedural report.

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

This procedural report does not impact on Children and Young People although certain reports contained in the programme may do and will need appropriate consultation and comment when they are presented to cabinet.

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

This is a procedural report but reports contained within the programme will need to show how consideration has been given to the five things public bodies need to think about to show they have applied the sustainable development principle put into place by the Act.

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

This does not apply to this procedural report

### **Consultation**

As set out above

### **Background Papers**

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

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

Dated: 11 September 2018

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Meeting	Agenda Items	Lead Officer	Next Council?	
18-Jul-18	Revenue Budget Monitor	HoF	24 July 2018: City Centre / Maesglas PSPOs NDR Relief Scheme	
	Welsh Language Annual Report	HP&BC		
	Performance Update - Early Year End PI Analysis	HP&BC		
	19-Sep-18	Strategic Equality Plan Annual Report	HP&BC	11 Sept 2018: Treasury Management Democratic Services Annual Reports Welsh Language Annual Report Strategic Equality Plan Annual Report Member-Officer Protocol Scrutiny Annual Report Standards Committee Annual Report Improvement Plan 2016-18
		Improvement Plan Quarter 4 Update	HP&BC	
		City Centre Regeneration Work Programme	SD - Place DCM	
		Capital Programme Monitoring July 2018	HoF	
17-Oct-18	WAO Annual Improvement Report	HP&BC		
	WAO Certificate of Compliance 1	HP&BC		
	July Revenue Budget Monitor	HoF		
	Corporate Risk Register Update	HP&BC		
	The Independent Living Strategy for Adults with Learning Disabilities Work Programme	HA&CS DCM		
	Final Year End Analysis of Pis (All Wales Data)	HP&BC		
14-Nov-18	WAO Regulatory Fees Report	HP&BC		
	WAO Annual Improvement Report	HP&BC		
	WAO Scrutiny Fit For the Future Report	HP&BC		
	Director of Social Services Annual Report	SD - People		
	Work Programme	DCM		
12-Dec-18	Education and Pupil Performance Data	CEdO		
	Revenue Budget Monitor	HoF		
	Capital Budget Monitor	HoF		
	Medium Term Financial Plan Treasury Management 6 monthly Report Work Programme	HoF HoF DCM		
16-Jan-19	Revenue Budget and MTFP: Draft Proposals	HoF	29 Jan 2019: Mayoral Nomination 2019-20 Council Schedule of Meetings Treasury Management Council Tax Reduction Scheme	
	Corporate Risk Register Update	HP&BC		
	WAO Certificate of Compliance 2	HP&BC		
	Work Programme	DCM		
16-Jan-19	Revenue Budget Monitor	HoF		
	Capital Budget Monitor	HoF		
	Verified Key Stage 4 and 5 Pupil Outcomes	CEdO		
	Mid-Year Analysis of Pis	HP&BC		

NEWPORT CITY COUNCIL: CABINET / COUNCIL WORK PROGRAMME

	Work Programme	DCM	
13-Feb-19	Revenue Budget and MTFP: Final Proposals	HoF	26 Feb 2019: Budget and Medium Term Financial Plan
	Work Programme	DCM	
13-Mar-19	Pay and Reward Statement 2019/20	HP&BC	30 April 2019: IRP Annual Report NDR Rate Relief Pay and Reward Policy
	EAS Business Plan	CEdO	
	Categorisation of Schools	CEdO	
	Corporate Risk Register Update	HP&BC	
	Work Programme	DCM	
17-Apr-19	Items TBC		14 May 2019: AGM
	Work Programme	DCM	
22-May-19	Items TBC		Future Dates TBC
	Work Programme	DCM	
June-19 (date TBC)	Corporate Risk Register Update	HP&BC	
	Risk Management Strategy		
	Work Programme	DCM	