

Agenda



Cabinet

Date: Wednesday, 14 December 2022

Time: 4.00 pm

Venue: Hybrid / Council Chambers

To: Councillors J Mudd (Chair), D Batrouni, J Clarke, D Davies, Y Forsey, D Harvey, J Hughes, L Lacey and S Marshall

Item		Wards Affected
1	<u>Apologies for Absence</u>	
2	<u>Declarations of Interest</u>	
3	<u>Minutes of the Last Meeting</u> (Pages 3 - 12)	
4	<u>October Revenue Budget Monitor</u> (Pages 13 - 34)	All Wards
5	<u>Revenue Budget Draft Budget and MTFP: Final Proposals 2023/24</u> (Pages 35 - 216)	All Wards
6	<u>Capital Budget Monitor and Additions</u> (Pages 217 - 242)	All Wards
7	<u>Treasury Management Report</u> (Pages 243 - 264)	All Wards
8	<u>Corporate Risk Register Update: Quarter 2</u> (Pages 265 - 310)	All Wards
9	<u>Gwent Wellbeing Plan</u> (Pages 311 - 316)	All Wards
10	<u>Norse Joint Venture</u> (Pages 317 - 322)	All Wards
11	<u>Regional Integration Fund Financial Plan</u> (Pages 323 - 460)	All Wards
12	<u>Director of Social Services Annual Report</u> (Pages 461 - 664)	All Wards
13	<u>External Pressures Report</u> (Pages 665 - 672)	All Wards
14	<u>Work Programme</u> (Pages 673 - 680)	

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Date of Issue: 8 December 2022



Minutes

Cabinet

Date: 16 November 2022

Time: 4.00 pm

Present: Councillors J Mudd (Chair), D Batrouni, J Clarke, D Davies, Y Forsey, D Harvey, J Hughes, L Lacey and S Marshall

1 Apologies for Absence

None received.

2 Declarations of Interest

None received.

3 Minutes of the Last Meeting

The Minutes from the meeting of 12 October were accepted as a true and accurate record.

4 NCC External Pressures - Cost of Living

The Leader introduced the first report to Cabinet colleagues. This report was Newport City Council's response to the external pressures impacting Council services.

The purpose of this report was to provide Cabinet with an update on the Council's response to the external factors are impacting services, communities, and businesses.

The last three years were extremely challenging for Newport Council and its partners, supporting its most vulnerable and disadvantaged residents through the pandemic and now the cost of living crisis. And also ensuring Newport's economy and businesses had the necessary support and resilience to withstand global and UK external pressures.

Last week, the Leader announced the financial challenge that Newport Council faced as a result of the continuing inflationary pressures and the budget gap of £33 million.

Like households, businesses and other local authorities in Wales and across the UK, Newport Council was seeing its own costs increase due to fuel and energy costs, increased demand for social care and increasing costs in the delivery of services and goods bought by the Council.

Since 2011, Newport Council has already implemented over £90m of savings and the Council had significantly reduced the size of the organisation, with this in mind, there were very few choices left to us.

More than three quarters of the Council's budget was funded by a grant from Welsh Government with only a quarter coming from the money raised through council tax.

This was a very substantial bill despite Newport maintaining one of the lowest rates in Wales for many years.

More than two thirds of the Council's budget was spent on schools, education and social care.

No Leader or Cabinet of a local authority wanted to have to make these challenging choices, but the current circumstances mean that a decision on how to reduce budget gap would need to be made.

Next month, Cabinet would receive a number of proposals for consideration before going out to public consultation for residents to have their say on the proposals.

Despite these challenging times, Council officers were continuing to support the vulnerable and disadvantaged residents and supporting businesses as best as they could through the cost of living crisis.

It could not however be left to the Council alone, and Newport's other public sector organisations, charities, not for profit and voluntary groups and religious groups would need to work together to help provide whatever support we could over the next six months.

Earlier this month, the Leader held a Cost of Living Summit with strategic and community leaders from across Newport to understand how we could work together to find ways in which we could share resources, buildings and other opportunities to support households over this winter period. As a result of this Summit we were working more closely with other organisations and community leaders to provide the necessary support.

A Cost of Living Event was also held at the Riverfront Theatre inviting Council and Partners services to provide advice, guidance and support to residents in Newport.

This event was amongst many other services and initiatives which the Council was leading on.

It was important to stress to residents that if they were struggling with the cost of living to contact their local Councillor, the Council or other organisations such as Citizens Advice Bureau who could help and provide or signpost to the appropriate support.

Newport Council also supported the Welsh Government's Nation of Sanctuary and prided itself on our support for people who were displaced because of persecution, conflicts, and natural disasters.

Over the last five years many families were welcomed, such as those from Syria, Afghanistan, Iraq through UK Government initiatives such as the Home Office dispersal scheme to settle and create a new life in Newport.

Due to the increase in people seeking asylum as a result of impacting global issues, the Home Office announced a 'Full Dispersal' approach which required all Local Authorities to become asylum dispersal areas.

And more recently we welcomed Ukrainian families with many residents offering their homes to help provide a secure setting for themselves and their children.

Throughout these challenges, officers from across the Council continued to collaborate and work with other agencies to help people find suitable and secure accommodation in Newport and ensure that they had support they needed.

Comments of Cabinet Members:

- Councillor Davies mentioned that the Council focussed on what was happening in our schools under these difficult circumstances. Schools had responded to those pupils in need by using grant funding to appoint family liaison officers to pupils. Schools were becoming a wraparound service for pupils and families.
- Councillor Harvey agreed with the comments and wanted to remind residents that if they were in any need to contact a councillor who would help get in touch with the right people.
- Councillor Forsey mentioned that there were a number of advice sessions being held by colleagues for residents to drop in and get the right advice and support.
- Councillor Hughes added that the report highlighted that the help was there. If people could come forward, there was a lot of partnership work, food banks and churches for residents to seek help. It was important that people were able to access these services early.
- Councillor Clarke hoped that the residents understood that when their bills were going up, so was the Councils due to the current economic climate. On a positive note, the Council was not leaving people behind and were also providing support for Ukraine refugees.
- Councillor Batrouni wanted to assure the people of Newport that the Council would do the best it could with what we had under the circumstances.
- Councillor Lacey added that it was important to support each other as a community. Councillors, Partners and officers alike would be working very hard to support residents over the coming months.
- Leader also agreed with comments and added that we had to stand side by side and support our communities and officers.

Decision:

Cabinet considered the contents of the report on the Council's activity to respond to the external factors on Newport's communities, businesses and council services.

5 Annual Compliments, Comments and Complaints

The Leader introduced the next item which was an update on Compliments, Comments and Complaints Management in line with the Policy we adopted in 2021.

The report provided an overview of how the council managed compliments, comments and complaints and the council's performance in 2021-2022, with an overview, broken down by service areas and complaint types as well as highlighting key trends and themes drawn from the data.

The report also reflected on lessons learned for the council and actions to deliver improvements.

This was presented to Governance and Audit Committee on 29 September where valuable feedback and comments were received.

Corporate compliments increased by 0.5% from 20/21, Social Services adult compliments increased by 66% from 20/21 and Social Services Children Compliments increased from 0 in 20/21 to 13 in 21/22.

Comments increased by 37% from 20/21 and these were being reviewed to ensure they were categorised correctly as some may require specific action.

Corporate stage 1 complaints increased 3.6% since 20/21 but there was a 20% reduction in complaints that were progressed to stage 2 demonstrating that more complaints are being resolved at the first stage.

Social Services stage 1 complaints increased by 36% since 20/21 but there was a 50% reduction in stage 2 complaints.

The reduction in complaints progressed to stage 2 corporately and for Social Service was positive.

It was recognised that work was required to gain further insight from customer feedback, especially complaints and the recent transition of the team to People Policy and Transformation should help with this.

The council worked closely with the Public Services Ombudsman for Wales to incorporate best practice and recognised that customer feedback was to be actively encouraged and acted upon. The Ombudsman's annual letter was also attached to the report in the published pack.

The council was working to ensure that feedback was categorised appropriately to provide the most effective and efficient response. This and other actions identified in the report were designed to improve future performance and would result in a different look to the headline figures.

Decision:

Cabinet considered and agreed the contents of the report regarding the process and performance of the Council's corporate compliments, comments and complaints annual report 2021/22.

6 **Annual Safeguarding Report**

The Leader presented the next item which was the interim Annual Report for Safeguarding. This report was the Head of Corporate Safeguarding's evaluation of 2021/22 performance for the Local Authority.

This was an interim report because of changes in Welsh Government guidance. A full report would be presented to Cabinet early next year in line with the new guidance.

Safeguarding and protecting children and vulnerable adults was absolutely of the highest priority for Newport City Council. The Corporate Safeguarding Policy set out the Council's duty and commitment to safeguard and promote the health, wellbeing and human rights of adults and children at risk.

This report assessed the Council's proactive actions and responses to safeguarding. The report was presented to Overview and Scrutiny Management Committee on 30 of September 2022, there was a constructive and helpful discussion of the content of the report.

The report noted the challenges across the Council in respect of safeguarding because of the pressures brought about by Covid and the restrictions of the pandemic.

The Safeguarding Hub for Children's Services saw a 13.9% increase in referrals during 2021/22. This reflected the issues arising in schools, early years and youth settings and partner agencies. For the children and their families, an effective and robust safeguarding approach was vital and could be life changing.

Despite the pressures, the outcome of the safeguarding self-assessment for all areas of the Council demonstrated a very high level of compliance with statutory requirements and a determination to continue to place the highest priority on safeguarding for all citizens.

It was pleasing to note that the new Welsh Government Guidance for Corporate Safeguarding (March 2022) includes Newport's Safeguarding Self-Assessment tool as a model of good practice. The guidance was published out of similar themes coming from external audit and encouraged standardising some of the performance data to enable measuring distance travelled to benchmark with other Local Authorities.

The challenges of ensuring all staff, volunteers and Members were accessing and engaged with training for all areas of safeguarding were noted in the report. This was an area which would continue to require a focus and keen prioritisation over the coming year.

The Council was working to ensure safeguarding was maintained in all areas of service and would in the coming year work with the revised Guidance for Corporate Safeguarding to ensure continued compliance.

Comments of Cabinet Members:

- Councillor Hughes mentioned that the most significant change was definition of adults at risk and it reminded us that safeguarding was everyone's business and that we were seen to be proactive. The Cabinet Member for Social Services also thanked the safeguarding team for working during incredibly challenging periods to maintain a safeguarding culture and high level of support.
- Councillor Davies supported Councillor Hughes comments and added that as corporate parents it was important that we take our responsibility in safeguarding seriously, this also extended to schools. Training was a statutory requirement and we all had a duty to the children in Newport.

Decision:

Cabinet received the Annual Safeguarding Report (interim) by the Head of Corporate Safeguarding.

7 Corporate Plan Annual Report 2021/22

The Leader presented the Council's annual Corporate Well-being Self-Assessment Report (2021/22). This was the fifth and final Annual Report of the Council's Corporate Plan 2017-22. This reflected and self-assessed the achievements this Council made in 2021/22, where to improve our performance and as a look forward to the new five-year Corporate Plan that would also be presented today.

This was the first year which Newport City Council had to Self-Assess its governance and performance arrangements under the Local Government and Elections (Wales) Act.

The Leader welcomed the opportunity to present this report with the Chief Executive and her Executive team to the Council's Overview Scrutiny Management Committee in September. The report was also presented to the Council's Governance and Audit Committee for the first time as required by the Local Government Act.

Both recommendations were included in the report and considered as part of the draft Annual Report presented at this Cabinet meeting.

Looking back at 2021/22, the covid pandemic was still prevalent across our communities in Newport and restrictions were still in place which continued to disrupt many services.

As restrictions eased and we started to return back to normal routines, further pressures started to emerge as a result of inflation, the Ukraine conflict and managing backlog of work following the pandemic.

Many of these pressures continued to impact the delivery of our services over the next five years and it would be important for us all to learn the lessons of the last couple of years, taking the opportunities to improve our services and preventing as best we can the impacts of these external pressures on our communities.

Despite all of these challenges, officers from across the Council, our partners in Newport and community leaders continued to go above and beyond for the people, and businesses of Newport.

Looking back at the last financial year, many of our major city centre projects came to fruition with the opening of the Indoor Market, Chartist Tower and the Market Arcade.

We also announced our next major project to develop the Knowledge Quarter, creating a brand-new leisure centre alongside a new campus for Coleg Gwent. Not only would these provide opportunities for local jobs, but it would help continue the improvement of the City Centre, changing the way which we use our spaces for retail, leisure and community involvement.

The Annual Report recognised the work of our school community and our Education services to ensure our future generations had the best opportunity to maximise their potential and support the continuing growth of the city.

The Council was also fully aware that our future generations needed to live in a city that enhanced and protected our environment which was why we declared last year an ecological and climate change emergency and launched a Climate Change Plan to become net carbon zero by 2030.

Finally, this report also highlighted the challenges faced which would need to be considered over the next five years.

The pressures that social services were facing was not unique to Newport, and despite the hard work of staff, carers and families there would be very challenging times over the next five years to ensure that we had a sustainable service to safeguard our most vulnerable and disadvantaged residents.

In concluding, the report identified 14 recommendations where we could strengthen our governance and performance arrangements.

It was important as Cabinet Members to ensure we supported and promoted the excellent work that our service areas were delivering and to challenge where we could improve on our performance.

Following approval of this report it would be published in Welsh and English on the Council's website and as per the Local Government Act requirements, be shared with the three regulatory Bodies (Audit Wales, Care Inspectorate Wales and Estyn).

Comments of Cabinet Members:

- Councillor Davies, wanted to celebrate the opening of the Ysgol Gymraeg Nant Gwenni recently. Additionally, IT equipment in Newport was recognised as the best in Wales, during lockdown and now in schools. An example of this was when Councillor Davies recently attended a pupil parliament where pupils worked on their individual laptops. Attendance however was a massive challenge and this was where learning opportunities

was life changing, the Cabinet Member wanted to thank educational welfare officers for their hard work.

- Councillor Harvey, agreed with the Deputy Leader's comments that work with schools was ongoing. Councillor Harvey thanked staff for their incredibly hard work including Flying Start and family intervention. Funding £270K across communities was available during the pandemic and the staff in education did an amazing job under the circumstances and therefore supported the Plan.
- Councillor Hughes was pleased that the hard work of social care staff was recognised during the pandemic as well as the work of domiciliary care staff.
- Councillor Forsey added that the Council had made a good start on zero carbon. In addition, the air quality monitoring progress had seen improvements due to the use of electric vehicles, including council Electric Vehicles.

Decision:

Cabinet endorsed the Annual Report 2021/22 for publication and to be submitted to Welsh Government and the three regulatory bodies.

8 **Corporate Plan Final Report 2022/2027**

The Leader introduced the next report for Cabinet to agree the Council's next five-year Corporate Plan and recommend it to Full Council for adoption.

Newport Council was required as part of the Well-being of Future Generations Act to carry out sustainable development to improve Wales' economic, social, environmental and cultural well-being. It also had a duty to fulfil its statutory and non-statutory roles to support citizens, businesses and stakeholders.

This Plan prioritised the Council's long-term strategic focus and meets the requirements of the Well-being Act.

The development of the Council's new Corporate Plan (2022-27) was undertaken between senior officers and the Council's Cabinet Members through a series of workshops.

This Plan considered the short and long term opportunities and risks to the Council, its residents, economy and environment.

In the development of the Plan, residents were consulted the Well-being Objective themes which was positively received.

Over the next five years Newport Council's mission statement would be working to deliver an *'Ambitious, Fairer, Greener Newport for everyone.'*

To support this goal, there would be four Well-being Objectives supported by strategic priorities:

1. **Economy, Education and Skills** - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. **Environment and Infrastructure** - A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. **Quality Social Care and Community Services** - Newport is a supportive city where communities and care are at the heart of what we do.
4. **An Inclusive, Fair and Sustainable Council** - Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

As outlined at the start of this Cabinet meeting, the next couple of years was going to be very challenging as we balanced the Council's Medium Term Financial Plan whilst delivering strategic priorities.

This would require the Council to take innovative and transformative decisions and it must be recognised that the achievement of these objectives could not be delivered by Newport City Council alone which was why we would ensure key principles were followed throughout the delivery of the Corporate Plan:

Fair and Inclusive – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.

Empowering – We will work with and support communities, groups and partners to thrive.

A listening council – The views of communities, service users and partners will shape the services we deliver and the places you live in.

Citizen Focussed – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values.

The Corporate Plan would also be underpinned by key programmes and projects that aimed to improve the economy and communities of Newport and the delivery of Council services.

Each one of the Council's service areas would develop a service plan that would outline their own strategic priorities to support the delivery of Newport City Council's Corporate Plan and continuous improvement of Council services.

To ensure the delivery of these plans, the Service Plans would be monitored throughout the five years and be reported to the Council's Scrutiny Committees, Cabinet and Council.

Comments of Cabinet Members:

- Councillor Davies said that the report was an important body of work and shared in the Leader's thanks for the hard work of officers. The Plan focused on work with partners in the public sector, which was the only way to assure support for residents of Newport in light of the economic climate.
- Councillor Clarke added we must be positive to move this forward and that it was key to achieve these goals and it was hoped the residents of Newport understood the importance of the principles of the report.
- Councillor Batrouni emphasised the word ambitious in Corporate Plan's title. This was an ambitious plan and the Council should be proud of this. The Council would support all the endeavours of its residents and the council. The Plan also showed that the council did re-evaluate its services.
- The Leader added that three years ago, she committed to the Council and residents that she would listen. With this in mind, the Leader was very proud to see before Cabinet a corporate plan that made a commitment to Newport City Council being a listening council. The Leader also thanked the officers that had provided the report.

Decision:

Cabinet agreed the Corporate Plan and recommended it to go to Full Council for adoption.

9 **Cost Sharing Agreement with Coleg Gwent**

The Leader presented to report to Cabinet colleagues who were aware of plans to develop a new, modern and energy efficient leisure and well-being centre next to the USW Campus on

Usk Way and in turn dispose of the existing Newport Centre site to Coleg Gwent for their new city centre campus. Plans were progressing well and planning permission for both sites has been granted. The next step in this ambitious project is to start arranging for the demolition of the Newport Centre and finalise the transfer of the site to Coleg Gwent. These transformational developments are critical to the delivery of our economic growth ambitions and Corporate Plan commitments.

As a reflection of the Council's excellent working partnership with Coleg Gwent on this project and the commitment of both parties to deliver a Newport Knowledge Quarter in the City centre, Coleg Gwent agreed to share the costs associated with the demolition of the building. Cabinet colleagues might recall that the demolition of the Newport Centre was part of the Welsh Government conditions of funding for the new leisure and well-being centre. Whilst it was previously envisaged that the capital receipt for the land would have covered the cost of demolition, we were well aware that project costs were subject to unprecedented inflation and it was expected that there would be additional costs over and above the value of the site. It was possible that demolition costs alone could be approximately £1.2m but this would only be confirmed once the contract for demolition was formally tendered. This tendering exercise was expected to be completed by the end of December and it was important that both the Council and Coleg Gwent had formal approval for the cost sharing before contracts were let. There would also be agreement to share project costs of around £213,000 incurred to date as part of the process for securing planning permission, undertaking technical surveys and general project costs.

This report was requesting that any costs over the agreed cost of the site were shared on a 50/50 basis between the Council and Coleg Gwent. The Council would need to fund the entirety of the demolition costs up front, due to time constraints. Coleg Gwent would seek to reimburse their share of costs above the land value price once the demolition works were completed, with the £870,000 land receipt paid once the lease was granted. The Coleg Gwent Board already agreed in principle to the cost sharing and was expected to be ratified at their next Board meeting.

The report also asked that Cabinet authorised officers to include all required land within the disposal agreement to Coleg Gwent as may be considered necessary or expedient for the purposes of the development.

As already mentioned, the responsibility for demolishing the building rested with the Council. There was no obligation on Coleg Gwent to share costs over and above the valuation of the site and as with all projects, there were associated risks. There was a possibility that tenders would come back at a higher cost than estimated and Coleg Gwent were yet to secure funding for their new campus development. The Council and Coleg Gwent remained committed to delivering the best facilities for residents and we needed to continue making positive steps to bring these projects to life.

Comments of Cabinet Members:

- Councillor Davies referred back to the Corporate Plan and the first welcoming objectives, which this project was at the heart of, and it therefore increased so many opportunities for the residents, including employment and access to excellent leisure facilities. Councillor Davies therefore supported the report.
- Councillor Harvey added that this was an ambitious plan. It did however show that the Council was listening to residents and that a state-of-the-art centre was needed for future generations.

Decision:

That Cabinet

- 1) Agreed to the proposed costs sharing arrangement in relation to all demolition costs, commit the capital funding provision required and authorise the relevant officers to enter into an agreement for lease with Coleg Gwent and proceed with the necessary demolition work on this basis.
- 2) Authorised officers to include such additional land within the disposal to Coleg Gwent as may be considered necessary or expedient for the purposes of the development and the surrounding public realm, and to make any such necessary stopping up orders as may be required to facilitate this.

10 **Work Programme**

This was the regular monthly report on the work programme.

Please move acceptance of the updated programme.

Decision:

Cabinet agreed the Work Programme.

Report

Cabinet

Part 1

Date: 14 December 2022

Subject **October Revenue Budget Monitor**

Purpose To highlight the current forecast position on the Council's revenue budget and the financial risks and opportunities that present themselves within the October position.

Author Head of Finance

Ward All

Summary The October 2022 revenue position forecasts an overspend of £1,369k; which excludes schools. This overspend is after use of all the revenue budget contingencies of £4,853k included in the 2022/23 revenue budget, as agreed by Cabinet in February 2022. Cabinet will remember that in addition to the base budget contingency, other revenue budgets were temporarily available to augment that for 2022/23 to the level shown above.

As well as the revenue budget contingency of £4,853k, further 'covid contingency' was earmarked from re-purposed reserves at £1,820k and this is one-off funding only. This is not included/ used in this forecast and the HoF recommends that the Council manages the position down to the available revenue budget which will allow the reserve to be utilised for other potential future use, as much as possible.

A small number of significant issues gives rise to an overspend against service area budgets (excluding schools) of £7,337k:

- Overspend on pay budgets. Impact of agreed pay award which represents a total increase to salary budgets of around 6%, against a budgeted increase provision of only 4%, excluding schools. £2,398k
- Overspend on Housing budgets. Homelessness provision £3,057k
- Overspend in Children's social care. Placement costs £3,354k

A further net £514k of overspending is also included in this forecast, which includes non-delivery of savings both this current year and previous year's savings. More detail is included in the report.

In addition to the use of the general and covid contingency budgets to mitigate service area overspends, underspends are forecast against the following non-service budgets:

- Capital Financing underspend - interest payable and receivable (£2,299k)
- Council Tax Reduction scheme underspend (£1,014k)
- NDR and empty homes underspend (£214k)
- Pensions forecast lower than budget (£275k)

Schools are separately projected to overspend by £5,596k, a proportion of which will have been planned, and this will reduce school reserves by that amount. As well as the impact of a higher pay award compared to the budget increase allowed for, schools are drawing down on reserves built up over the previous two years as they move to catch up /

strengthen provision after the impacts of Covid and catch up on maintenance/ related improvements. Robust monitoring needs to be maintained in this area, as whilst no schools have set a deficit budget, there are a couple of schools that have entered an in year deficit position following the impact of the pay award being reflected in individual school forecasts.

Whilst the service area overspending has been mitigated by forecast underspends against non-service budgets, the level of overspending in service areas is a significant concern. There is reasonable certainty on a number of key issues raised which give rise to the overspending – 2022/23 pay award, homelessness costs and placement numbers for example. The position requires robust action requiring services to find ways to reduce pressures, identify in-year mitigating savings and, wherever possible, utilise any additional grant funding to offset overspend positions. Any overspend will require immediate funding from reserves at the year-end.

The appendices to the report are as follows:

- Appendix 1 Overall budget dashboard –October 2022
- Appendix 2 Revenue summary monitor – October 2022
- Appendix 3 Projected school balances
- Appendix 4 2022/23 projected reserve movements

Proposal That Cabinet:

- Note the overall budget forecast position resulting from the issues included in this report and the potential for an overspend position to exist at the end of the financial year.
- Agrees that the Chief Executive and the Executive Board continue to review and challenge service area forecasts in an attempt to manage the overall forecasts within the core revenue budget, including revenue budget contingencies.
- Note the risks identified throughout the report and in the HoF comments, particularly in relation homelessness and the lasting impacts of the pandemic.
- Note the forecast movements in reserves.
- Note the overall position in relation to schools, when compared to previous years, but also note the risk that deficit positions could emerge in the future if good financial planning and management is not undertaken.

Action by Cabinet Members / Head of Finance / Executive Board:

- Chief Executive and Executive Board continue to review the issues resulting in the current position and, with HoS, continue to take robust action to manage overall forecasts in line with available core revenues budgets, including revenue contingencies.
- Cabinet Members discuss financial forecasts and issues in their portfolio areas and agree recommended action to bring those back in line with available budgets, as much as is possible.
- HoS deliver agreed 2022/23 and previous year budget savings as soon as practically possible, but by the end of the financial year at the latest.
- Cabinet Members and HoS promote and ensure robust forecasting throughout all service areas.

Timetable Immediate

This report was prepared after consultation with:

- Leader of the Council
- Chief Executive
- Strategic Directors
- Head of Finance
- Head of Law and Standards
- Head of People, Policy and Transformation

Signed

1 Background

1.1 The external factors impacting on the Council are a key consideration not only for in year budget management but also for financial planning. There are a distinct set of challenges facing the Council not only building on the unprecedented circumstances of the last few years but also the drastic economic changes over the last 12 months. The key emerging challenges that face councils, including Newport, include:

- **Increasing inflationary costs** – the impact of specific elements of the consumer prices index (CPI) basket of goods on council supplies and services; affecting both the Council's own direct costs and that of its key suppliers. Annual CPI inflation rate is 11.1% as at October and is forecast to remain at this level for the remainder of 2022/23;
- **Pay awards** – the impact of high inflation on actual and future potential pay awards. For 2022/23, the NJC pay award (which encompasses most Council staff), is an uplift of £1,925 across all pay scales. In percentage terms, this is an average increase of 6.4%; 10.4 % at the bottom of the Council's pay spine and 3.3% at the top. The additional cost of the NJC award compared to the 4% budgeted in 2022/23 is £3.6million;
- **Energy crisis** – whilst this is expected to have significant cost implications for the council in future, forward buying purchasing arrangements for energy have largely protected the Council from the impact of energy price increases in the current year;
- **Cost of living crisis** – the fall in real disposable income experienced since late 2021 has led to increasing requests for government support. It is expected that this will continue to impact directly on the demand experienced for services;
- **Increasing demand** – the increasing demand for services and therefore costs stemming from legacy issues coming from the Covid pandemic period as well as population and demographic/ societal changes. These are most acute in the usual budget areas of social services and education; but also, now housing services.

1.2 When setting the budget for 2022/23, although the effects of the Covid-19 pandemic were potentially set to ease, it was known that the Welsh Government (WG) Hardship Fund would end and, therefore, any costs associated with recovery from the pandemic would fall upon the Council. Therefore, on that basis, Cabinet agreed a package of mitigation in terms of a mix of temporary and permanent base budget provision and reclassification of one-off specific earmarked reserves, as follows.

Revenue budget provision - £4,853k

- existing permanent base budget contingency budget for normal financial risks - £1,373k
- temporary headroom in Capital Financing budget - £2,000k
- temporary headroom in city centre investment budget - £980k
- new permanent budget provision for 2022/23 for in-year mitigation as well as any more permanent budget adjustments required for future years - £500k

Reserves - £1,820k

In addition to the above revenue budget provision, uncommitted reserves were repurposed for 2022/23. These total £1,820k, are one-off and could be reprioritised if not required.

1.3 Having established these budget contingencies for the current year, we have seen legacy impacts relating to Covid within these forecasts, as expected, but also, crucially, two new issues have emerged since the budget was agreed:

- NJC and Teacher's pay award for 2022/23 being higher than provision allowed for (+2.4% higher for NJC and +1% higher for Teacher's)
- Inflationary increases over the last 6 months which continue to increase. These have impacted on the Council's own direct budget e.g., fuel, and major external contracts such as school transport. Officers continue to manage these, as best as possible, in negotiations / discussions with suppliers.

A summary of the key areas contributing to the overall position, excluding schools, is set out below:

Children's Services overspend. Emergency & other placements.	£3,354k
Housing & Communities overspend. Homelessness provision	£3,057k
Other Service Area Variances	(£1,472k)
Impact of 2022/23 proposed pay award (non-schools)	£2,398k
Non-Service - Council Tax, CTRS, capital financing & other non-Service budgets	(£1,296k)

Sub-total – overspend before contingencies **£6,041k**

Core budget - general revenue budget contingency	(£1,373k)
Temporary / new revenue budget contingency	(£3,299k)

Total **£1,369k**

- 1.4 As shown, the combination of the factors outlined above is a total projected overspend of £1,369k, excluding schools. This overspend is after use of all the revenue budget contingencies of £4,672k. The revenue budget provision previously quoted has reduced from £4,853k to £4,672k following the reallocation of budget mitigation to deal with service specific covid legacy issues.

2 Key Areas Contributing to Position

- 2.1 Appendices 1 and 2 provide detail regarding the composition of the overall position above and the issues that have led to that.
- 2.2 The following section details some of the key areas that feature within the position. As any under or overspend within schools is dealt with through a transfer to or from school reserves, the overall impact is neutralised within the overall position, and does not affect the bottom line:
- (i) Risk-based areas net overspending
 - (ii) Other budget areas
 - (iii) Non-service variances
 - (iv) Undelivered budget savings

(i) Risk-based areas net overspending

- 2.3 Collectively, areas that have been agreed as requiring a risk-based approach to monitoring are projecting an overspend of £5,118k. This is shown in Appendix 1. Notable individual areas include:
- Children's Out of Area placements - £757k overspend where 19 placements are forecast based on current known and trend-based placements with the budget affording only 15.
 - Children's Emergency placements - £2,597k overspend reflecting a substantial increase in demand for these high-cost placements and challenges in identifying suitable accommodation. Forecast based on current known placements and a modest allowance of £231k for further placements between now and the year end.
 - Education special and SEN transport £370k overspend reflecting higher operator's costs due to inflation and car parking income shortfall of £186k.

A number of risk-based areas are underspending and contribute to some mitigation of areas overspending of which the most significant is:

- Education primary free school meals (£1,000k) underspend largely due to the uptake in free school meals being lower than anticipated and additional grant funding from WG in the form of an administrative payment for the universal provision of free school meals. The uptake on meals will continue to be closely monitored throughout the term.

Full details of each 'risk-based budget area' and their forecasts and variance are shown in Appendix 1.

(ii) Other budget areas

2.4 The main emerging issue this year is the significant pressure evident within Housing & Communities, in relation to homelessness. An overspend of £3,057k is being forecast here, with the overall service area showing a slightly higher overspend of £3,115k due to minor overspends elsewhere within the budget.

The main issues are:

- The continuing large number of individuals/households accommodated in temporary accommodation from the Covid period.
- The lack of suitable accommodation options resulting in significant use of hotel and B&B options at much higher cost than more traditional options.
- The inability of Housing Benefit payments to cover these costs as the level of subsidy is capped for short term accommodation - the differential per week can exceed £500 and is not afforded / being paid by those accommodated.

2.5 The WG Hardship Fund has covered these heightened costs over the last two years & was not available in 2022/23 – further base budget funding was put into this service of c£400k plus a new WG grant of c£750k and continuation of Housing Benefit (HB) contributions. However, the continuing higher numbers accommodated in high-cost options, exceeding the HB contributions and the additional base budgets added in 2022/23, results in the current forecast and is based on current numbers continuing.

2.6 Whilst a sustainable option to resolve this issue may be longer term in nature, the impact of this is the real risk of it becoming embedded in the Council's cost base. In that respect, it is a high risk for medium term financial planning and therefore requires a significant review, which is on-going. The pressure is unlikely to ease in the short term and could potentially worsen with the cost-of-living crisis.

2.7 Other issues, across service areas, include:

- £316k pressure within Education to cover feasibility studies
- £287k increased revenue spend on tree surveys & Inspections
- £1,052k overspend within infrastructure in relation to fleet maintenance. This is the product of rising fuel prices, as well as increasing costs associated with maintenance
- £367k underachieved car parking income within infrastructure as a result in changes in behaviour following the covid pandemic.
- £324k within People, Policy & Transformation connected with Estate Management. This is mainly due to the costs associated with temporary boiler hire.
- Delayed move from the information station to central library is causing additional cost within the service in the region of £100k.

(iii) Non-service variances

2.8 The key variances in relation to non-service include:

- | | |
|--|-----------|
| • Underspends against capital financing, specifically non PFI interest | (£2,299k) |
| • HB technical errors and other unrecoverable overpayments from DWP | £508k |
| • Bad debt provision increase for 2022/23 | £680k |
| • NDR and empty homes underspend | (£107k) |
| • Contribution to capital to fund landfill engineering | £1,012k |
| • Council Tax income shortfall based on current collection rates | £250k |
| • Council Tax Reduction scheme underspend | (£1,014k) |
| • Other non-service variances | (£326k) |

Both the core revenue contingency budget and the other temporary contingencies are within non-service.

(iv) Undelivered budget savings

2.9 Although the much better than anticipated settlement from WG meant that the budget for 2022/23 could be balanced without the requirement to find new savings for this financial year, other than those already agreed, close monitoring of this area continues to be required, given the impact that the pandemic has had on the delivery of savings.

2.10 The position of delivery of savings is shown within Appendix 1, with an overview provided in the table that follows. The performance on forecast delivery of 2022/23 savings suggests being achieved by year-end are 95% of target. This represents a shortfall of £44k which will need to be addressed during the remainder of the year. More significantly than the savings shortfall for 2022/23 are the unachieved savings from previous years. This shortfall amounts to £497k. Directors and Heads of Service have been tasked with identifying the actions that need to be taken to ensure that these savings are achieved, as intended, or permanently mitigated via another means.

Summary by Portfolio	Social Services	Environment & Sustainability	Transformation & Corporate	Non Service	Total
2022/23 MTRP Target (£) Total	380	100	52	280	812
Total Savings Realised by Year End 2022/23	380	70	38	280	768
Variation to MTRP Target	0	-30	-14	0	-44
Variation % to MTRP Target	0%	-30%	-27%	0%	-5%
Undelivered Savings from Previous Years	-166	-41	-90	-200	-497
Total Undelivered Savings	-166	-71	-104	-200	-541

2.11 In terms of the specific savings unachieved to date, these relate to a range of services, including non-service. The largest unachieved saving relates to interest income generation, intended to be achieved via investment in longer-term stock market funds. This hasn't been pursued to date because of the risk with tying up funds during the pandemic period and the uncertain economic environment. Some of that uncertainty remains, however the target has been possible to fully mitigate via increased interest returns on existing investments, partly facilitated by recent interest rate rises, meaning that this unachieved target isn't actually impacting upon the overall position.

3 Schools

3.1 There was a significant improvement in school balances at the end of last year resulting in the overall school reserves increasing from £9.6m to £15.7m due to over £4.8m of unexpected grants being received late in the year. As a result, schools are drawing down from these balances in year and therefore anticipating a net overspend of £5.6m. This overspend is inclusive of the requirement for schools to meet the cost of the higher than anticipated pay awards for both teaching and non-teaching staff. This is adding an in-year pressure of £2.2m.

3.2 This projection is based on expenditure forecasts against governor approved budgets. The impact of the pay award has been allocated against individual schools and is reflected within the summary included within Appendix 3. The overall position incorporates an assumption that £900k of additional grant funding will be received from WG during the year. Should this not materialise, the position will worsen, and school balances reduce further than anticipated.

3.3 Appendix 3 highlights the impact that the projected overspend will have upon aggregate school balances, with balances projected to total £10.1m by the end of the year. For 2022/23, now that the impact of the pay award has been fully worked through, there are two schools that are reporting a deficit position. It, therefore, remains necessary to closely scrutinise each position and ensure that recovery plans are in place and being delivered as intended.

3.4 A summary table of the position for each sector is shown below:

	Reserves balance 31/03/22	In year Under/(overspend)	Reserves Balance 31/03/23
	£	£	£
Nursery	127,060	(84,107)	42,953
Primary	10,523,965	(4,249,628)	6,274,337
Secondary	4,561,437	(1,886,514)	2,674,924
Special	524,514	(275,308)	249,206
Total	15,736,976	(6,495,557)	9,241,419
Assumed grant and other compensation		900,000	900,000
		-	-
Total	15,736,976	(5,595,557)	10,141,419

4 Use of Reserves

- 4.1 Appendix 4 illustrates the planned movements in reserves throughout the year. Cabinet should note the opening balance as of 31st March 2022, forecast planned transfers in/(out) of reserves in 2022/23 and the forecast balance as of 31st March 2023. Current projections suggest that 19.4% of the Council's reserves will be utilised by the end of the financial year, which is in line with planned and expected use.
- 4.2 The General Fund Reserve is projected at the previously agreed minimum level required (£6.5m) representing only 2.9% of the overall net budget, excluding school net budgets who have their own ring-fenced reserves. It should be noted that the minimum balance of the General Fund Reserve has been at the same level for many years and, because of increases in the Council's total net budget in recent years, means that the level of coverage provided by this balance is reducing proportionately each year. Any overspend at the end of the year would need to be funded from reserves, but this is not shown currently, with the aim that the current position will be managed down to within available core budget and contingencies.
- 4.3 Although the Council's reserves have increased in recent years, nearly all of these are earmarked for specific purposes. However, in the last resort, they do provide some mitigation for overspending. This includes the aforementioned £1.8m held as a COVID contingency, as well as £1.4m held in relation to pay, for example. If reserves were to be used to cover off overspending, future projects which were to be funded from these reserves may not be able to progress or in using other reserves, budgetary provision would need to be made to 'repay' these, creating further pressure on the Council's Medium Term Financial Plan (MTFP). There are no easy, impact free solutions through reserves but they do ultimately provide some cover in the last resort and in the short term.
- 4.4 Cabinet will be aware of the budget challenge for 2023/24 and the Medium Term. In the context of this, longer term funding for Local Government and on-going uncertainties, the preservation of reserves for these and other pressures are increasingly important. Whilst the current years overspend is the result of a number of factors outside of the Council's control, the mitigation of this is a key priority and work on this is ongoing.

5 Outlook for the remainder of the year and way forward

- 5.1 Although this report provides a mid-year update, the emerging challenges facing councils means that the position is still subject to change as the year progresses and new issues and opportunities emerge. At this point, the issues that give rise to individual significant overspending are known with certainty and the values attributed are realistic.
- 5.2 Potential upside opportunities are the possibility of further WG funding, and this has been discussed at an all-Wales level. No funding is currently available but may become available at the year-end though WG budgets are also currently under some challenge from similar issues such as rising inflation and the Ukraine scheme. This therefore cannot be relied upon.

5.3 The downsides (further deterioration) risks are more numerous and include:

- The current inflationary crisis continues to increase and, to date, this is the actual experience of this. Council direct budgets and key suppliers' budgets are under significant strain and may increase.
- The Council has numerous demand-led budgets and costs and the legacy of the Covid restrictions period are impacting on those already and will continue to do so.
- The cost-of-living crisis and potential economic downturn will put increasing pressure on individuals and households. This can manifest itself through more demand for Council services – social care placements, housing, Council Tax collection and demand for the Council Tax Reduction Scheme, for example.
- The ongoing response to the Ukraine crisis could also impact upon demand for services. Whilst any direct costs of this are expected to be funded via a combination of UK Government and WG grant, there may be some costs, indirectly, that must be borne by the Council. In addition, WG's redirection of funding towards the Ukraine response could impact upon the availability of additional grants later in the year, which could reduce the scope for mitigation against the current overspend.

5.4 Given the risks that may materialise over the remainder of the year, there is a need to reduce the overspending in service areas and achieve a balanced position. Ideally, this should be achieved without resorting to the one-off reserves set aside to manage risks as there are other potential demands for these resources over the medium term. This will require services to robustly review their forecasts and identify ways to mitigate the overspends, such as by identifying in-year savings or utilising additional grant funding to offset existing pressures. In addition, any new pressures will need to be managed within existing resources as much as is practically possible.

Timetable

Ongoing

Risks

Detailed financial risks are included in the report and appendices where applicable

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, due to increased demand, cost increases or unforeseen costs.	H	H	Regular forecasting and strong financial management. Services to identify ways to absorb pressures within existing budgets. Existence of contingency budgets to provide mitigation.	CMT / SFBPs and budget holders HoF
Poor forecasting	M	M	A revised approach to forecasting in non-service areas to avoid significant cost being reported late in the financial year, as has occurred in previous years. Review and refinement in service areas of risk-based modelling. Chief Executive and Cabinet setting out clear expectations	Asst. HoF SFBPs and budget managers CX / Leader

			of budget manager and HoS responsibilities for robust forecasting and financial management.	
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Managing the in-year financial position within available resources is a key requirement for the Council and a key component of sound financial management. The medium-term challenges being faced by all councils heightens the need for the Council to avoid an overspend within this financial year.

Options Available and considered

In terms of the overall forecast position and financial management there are no options – the Council needs to operate within its overall budget.

Preferred Option and Why

To note the challenging financial position being reported and the actions being taken to reduce the overspend position and manage within the overall budget.

Comments of Chief Financial Officer

The overspending reported earlier in the year has reduced but the current level is a concern at this point of the year. All services have been asked to reduce/ stop non-essential spending wherever opportunities lie. In saying this, most of the improvement in current forecasts come from non-service budgets with service area overspending.

In light of the medium-term challenges and uncertainties facing all Council's, it is important that the Council reduces this overspend to the lowest point possible and ideally within budget so that it does not result in an unplanned call on reserves to fund the underspend at the year-end.

Comments of Monitoring Officer

There are no legal issues arising from the report

Comments of Head of People, Policy and Transformation

This revenue budget monitoring report sets out the challenging financial position as of October 2022, and the risks, opportunities and action being taken to reduce the overspend position in order to manage the budget. The financial context includes the ending of Welsh Government Covid support funding, increasing demand for services, severe inflationary costs, and the impact of pay awards, amounting to extraordinary pressures. Whilst the report recommends financial management measures to mitigate the position it also notes the potential for a possible overspend at year end. The financial position for 2022/23 reflects the increasingly challenging situation in the medium term which is expected to impact on service delivery and meeting our public sector duties.

Scrutiny Committees

N/A

Fairness and Equality Impact Assessment:

- Wellbeing of Future Generation (Wales) Act
- Equality Act 2010
- Socio-economic Duty
- Welsh Language (Wales) Measure 2011

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. This is because this report is not seeking any strategic decisions or policy changes, with its purpose being to update Cabinet on the current year financial performance against the budget agreed for the year. However, fairness and equality are considered as part of service delivery and will feature in annual finance reports, such as the Budget Report and Capital Strategy.

In terms of the Wellbeing of Future Generations (Wales) Act, and the five ways of working contained within it, this report highlights examples of these being supported. For example, whilst this report is focussed on the current year, there are references to the longer-term impact, via medium term financial planning, and on taking preventative action, to ensure that financial problems existing now are addressed as quickly as possible, to ensure they do not have a detrimental impact in future years. Analysis and review of reserves, which are critical for financial resilience over the long term, is regularly undertaken by the Head of Finance and detailed in this report.

In the case of the Welsh Language, the service will continue to ensure that, wherever possible, services or information is available in the medium of Welsh.

Consultation

N/A

Background Papers

Dated: 7 December 2022

Appendix 1

Budget Monitoring Position – October 2022

Position by Directorate	Current Budget £'000	Forecast £'000	Variance £'000
Social Services	88,374	90,683	2,309
Education	16,871	16,670	(201)
Regeneration & Economic Development	5,813	5,624	(189)
Environment & Sustainability	31,850	36,981	5,131
Transformation & Corporate	24,038	24,324	286
Service Area Budget	166,945	174,282	7,337
Schools	122,267	127,863	5,596
Service Area Budget (Inc Schools)	289,213	302,145	12,932
Schools - transfer to reserve	0	(5,596)	(5,596)
Non Service	52,426	47,832	(4,594)
Total Budget (excluding contingency)	341,639	344,381	2,742
General Contingency	1,373	0	(1,373)
Total Budget (Including contingency)	343,012	344,381	1,369

Position Summary

- The revenue forecast reflects an overspend of £1,369k. Overspending in service areas (£7.3m) is largely due to the impact of the pay awards, increased demand in services such as Children’s Services and Housing & Communities (in relation to out of area and emergency placements - £3.4m, homelessness provision - £3m) and the impact of inflation in Infrastructure.
- The impact of service area overspending and the pay awards is being partly offset by underspending in non service areas:
 - Underspend against general contingency (£1,373k)
 - Underspend against COVID contingency (£3,299k)
 - Underspend against CTRS, capital financing and other non service budgets (£1,296k)

Detailed explanations can be found within service area dashboards



Undelivered Savings:

- 2022/23 - £44k
- Previous years - £497k
- Overall, projected undelivered savings are resulting in forecast overspend against budget of £541k.

- Schools forecast position shows an overspend against available budget, which will be offset against surplus balances carried forward.
- Due to the continued challenging position, there is a requirement for services to continue to review their respective positions and take action to reduce overspending as much as possible. These actions may include the following:
 - Reduction in non-essential spend
 - Identification of in-year savings
 - Utilisation of additional grant funding to offset expenditure already incurred
 - Absorbing emerging pressures within existing budget
- It is important to note that the current national inflationary challenges have the potential to worsen during the remainder of the year, which could increase overspends in some services. Therefore, it is critical that services continually review emerging issues and take action to mitigate them as soon as possible.

Budget Monitoring Position –October 2022

Key Assumptions and Risks

- There are some key factors that are leading to the overspend position that is being forecast and those have the potential to change during the remainder of the year, especially as the economic situation is so volatile and subject to change:
 - Demand for services – in most cases, the financial projections are based on current numbers, with some allowance for increased demand during the remainder of the year. Should demand exceed expectations, overspending may increase beyond current forecasts.
 - Pay award – the impact of both pay awards, as currently reflected in the position, is based on the agreed pay awards.
 - Inflation – overspends being driven by the current inflationary challenges (e.g. fuel prices within Fleet Maintenance), are based on current known information. Should inflation, and therefore prices, continue to rise, this will add to the level of overspend being reported.
 - Cost of living crisis – a deficit is currently being projected in relation to Council Tax, on the assumption that debt recovery may be more challenging than in previous years. However, only at a later point in the year will the true position be known. In terms of CTRS, a significant underspend is being reported. Should the cost of living crisis worsen further, it could result in more take up for CTRS, which will reduce the underspend currently being forecast.
 - Grant funding – other than within Schools, there is no assumption of additional grant funding from WG during the year. Should this be received, wherever possible, this will be used to offset existing expenditure and should reduce overspends in certain services.
 - Use of reserves – no use of corporate reserves (e.g. COVID reserve or Pay Reserve) is currently being assumed within the position. This is because there remain further risks, which could necessitate the use of these reserves in order to balance the overall position at outturn.

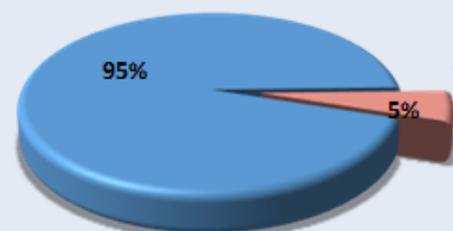
Budget Monitoring Position – October 2022

Staff Forecasts

Overall Staffing	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget (£'000)	74,306	74,306	74,306	74,685	76,723	74,510	75,637	75,637	75,637	75,637	75,637	75,637
Forecast (£'000)	74,306	74,306	77,388	77,904	79,807	77,728	78,670	78,670	78,670	78,670	78,670	78,670
Variance (£'000)	0	0	3,082	3,219	2,884	3,218	3,033	3,033	3,033	3,033	3,033	3,033

- The main reason for the overspend shown is the impact of the 2022/23 pay awards. In addition, there are a number of vacancies across the Council and the challenges with recruiting to certain posts has resulted in in-year savings arising. In some cases, these savings are being offset by an increased requirement for additional staff time and agency staff.

2022/23 Delivery of Savings (Forecast)



■ Savings Achieved ■ Savings Unachieved

Analysis of Unachieved Savings



- The first chart shows that 95% of the total savings are forecast for full delivery in 2022/23;
- The second chart illustrates the areas where savings are forecast not to be delivered (5% of overall target);
- The delivery of savings in 2022/23 has been significantly affected by the ongoing pandemic and the resulting overspends against budget have been reflected within the forecast;
- In addition to the £44k undelivered savings in 22/23 there remains £497k of undelivered savings from previous years. £166k within social care, £41k within Infrastructure, £26k within Finance, £64k within People Policy & Transformation and £200k in Non Service

Overall Summary by Directorate	Social Services	Environment & Sustainability	Transformation & Corporate	Education	Regeneration & Economic Development	Non Service	Total
2022/23 MTRP Target (£) Total	380	100	52	0	0	280	812
Total Savings Realised by Year End 2022/23	380	56	52	0	0	280	768
Variation to MTRP Target	0	-44	0	0	0	0	-44
Variation % to MTRP Target	0%	-44%	0%	0%	0%	0%	-5%
Undelivered Savings from Previous Years	-166	-41	-90	0	0	-200	-497
Variation to MTRP Target - previous and current year	-166	-85	-90	0	0	-200	-541

Budget Monitoring Position – October 2022

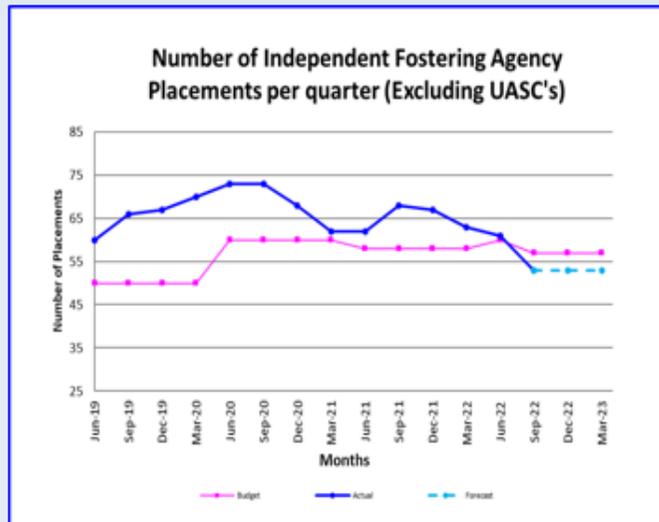
	Annual Budget £'000	Fore cast £'000	Variance £'000
Risk Based Areas			
Children Services			
Independent Fostering Agencies	2,415	2,298	(117)
Out of Area Residential	2,889	3,646	757
In House Fostering	3,708	3,514	(194)
When I'm Ready	268	138	(130)
Special Guardianship Orders	1,304	1,375	71
Legal fees	780	780	0
In House Residential	2,084	2,316	232
Emergency Placements	200	2,797	2,597
Inter-Agency Adoption Fees	375	401	26
Direct Payments - Children Services	280	278	(2)
Adult Services			
Community Care - Residential Service	26,373	28,978	2,605
Community Care - Supported Living	13,650	12,838	(812)
Community Care - Non Residential Service	14,294	14,177	(117)
Community Care Income - Residential & Non Residential	(9,111)	(10,901)	(1,790)
Education			
SEN Out of County Placements	3,850	3,877	27
SEN Local Provision Development	931	1,157	226
Special Home to School Transport	881	1,236	355
SEN Transport	1,806	1,821	15
Catering FSM (Primary)	923	(77)	(1,000)
Catering FSM (Secondary)	101	184	83
Catering FSM (Special)	5	16	11
SEN Recoupment Income	(320)	(590)	(269)
Regeneration & Economic Development			
Development Control Fee Income	(742)	(861)	(119)
Housing & Communities			
Homelessness B&B Net Cost	530	2,760	2,230
Environment & Public Protection			
Commercial/ Asbestos Income	(1,306)	(1,229)	77
Infrastructure			
Home to School Transport - Primary	1,080	1,100	20
Home to School Transport - Secondary	1,279	1,369	90
Home to School Transport - College	128	56	(72)
CPE - Fines income	(691)	(691)	0
Car parking income	(1,564)	(1,378)	186
People, Policy & Transformation			
Commercial & Industrial Properties Income	(1,411)	(1,280)	131
Total Net Budget	64,988	70,105	5,118

- In 2022/23, there are over 25 budget areas identified as having 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 forecast underspent against budget, they will be continually monitored given the potential to have a significant impact should the forecast worsen.

Budget Monitoring Position – October 2022

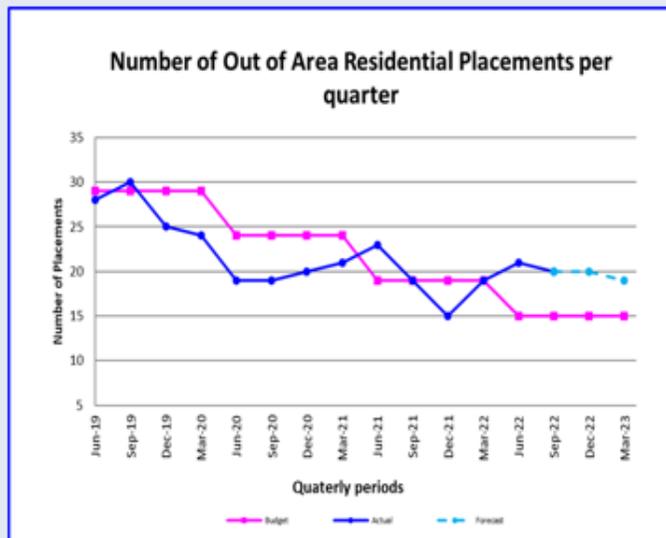
Risk Based Monitoring graphs –

Independent Fostering Agencies



- The 2022-23 budget was set to be able to afford 60 placements per month at an average monthly cost of £2,809 (£648 per week). A £130,000 virement has been done to Special Guardianship Orders and the budget is now able to afford 57 placements per month.
- The Service ended the 2021-22 financial year with 63 placements in Independent Fostering Agencies. The total number of placements reduced to 52 at the end of October 2022 compared to 53 at the end of August 2022.
- 2 trend placements included to bring the number of placements forecast at 53 by the end of March 2023.
- The individual placement cost can vary significantly per child reflecting individual care needs.
- 59.62% of current placements fall within the £727 to £900 per week price range. Over 76.92% of placements are costing more than the average weekly cost the budget can afford. Any potential overspend from this is offset by the lower placement numbers.

Out of Area (OOA) Residential Placements

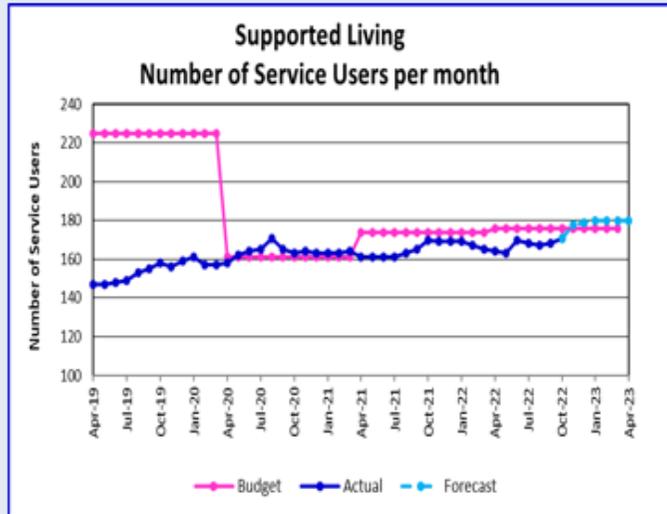


- The 2022-23 gross budget for out of area placements is £4,185,985 with a grant contribution of £1,297,000. This is sufficient to fund 15 placements per month at an average monthly cost of £22,533 (£5,200 per week).
- The Service ended the 2021-22 financial year with 19 placements. The total number of placements reduced to 19 at the end of October 2022 compared to 20 at the end of August 2022.
- 2 trend placements included to bring the number of placements forecast to 19 by the end of March 2023. Costs have increased due to 3 placements requiring additional support.
- The individual placement cost can vary significantly per child reflecting individual care needs.
- 21.06% of placements fall within £5,801 to £8,100 per week price range; 15.79% of placements fall within the £8,101 to £12,700 per week price range.
- There is a £135.5k expected contribution from Health and £131.2k internal recharge to Education included in the forecast that was not budgeted for.

Budget Monitoring Position – October 2022

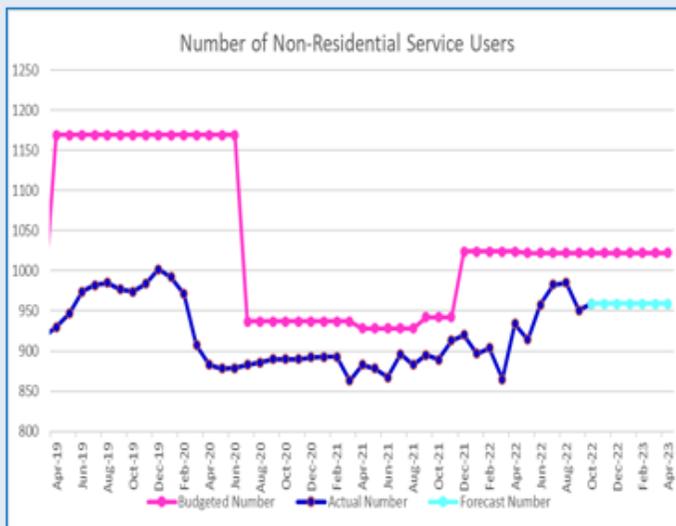
Risk Based Monitoring graphs

Community Care – Supported Living



- The 22/23 budget can support 176 service users at an average weekly cost of £1,487.
- The average weekly cost is calculated based on 22/23 actual average package cost plus an assumption of 11% for fee increase due to the need to pay the real living wage.
- Due to individual needs, package costs for supported living currently vary from £436 per week to £4130 per week.
- Full year forecasts at the end of October 2022 show that just under 50% of weekly package costs are below the average package costs level.
- Some of this will be as a result of fee negotiations achieving lower percentage increases in this sector than was allowed for in the budget. This will offset other areas where fee negotiations were higher and once negotiations are concluded across all providers/sectors budget virement may be required.
- It is expected that numbers of care packages will remain below budget until November and then gradually rise to 180 by the end of March 2023.
- The lower placement numbers and package costs are resulting in the £811k underspend forecast this month.

Community Care – Non Residential

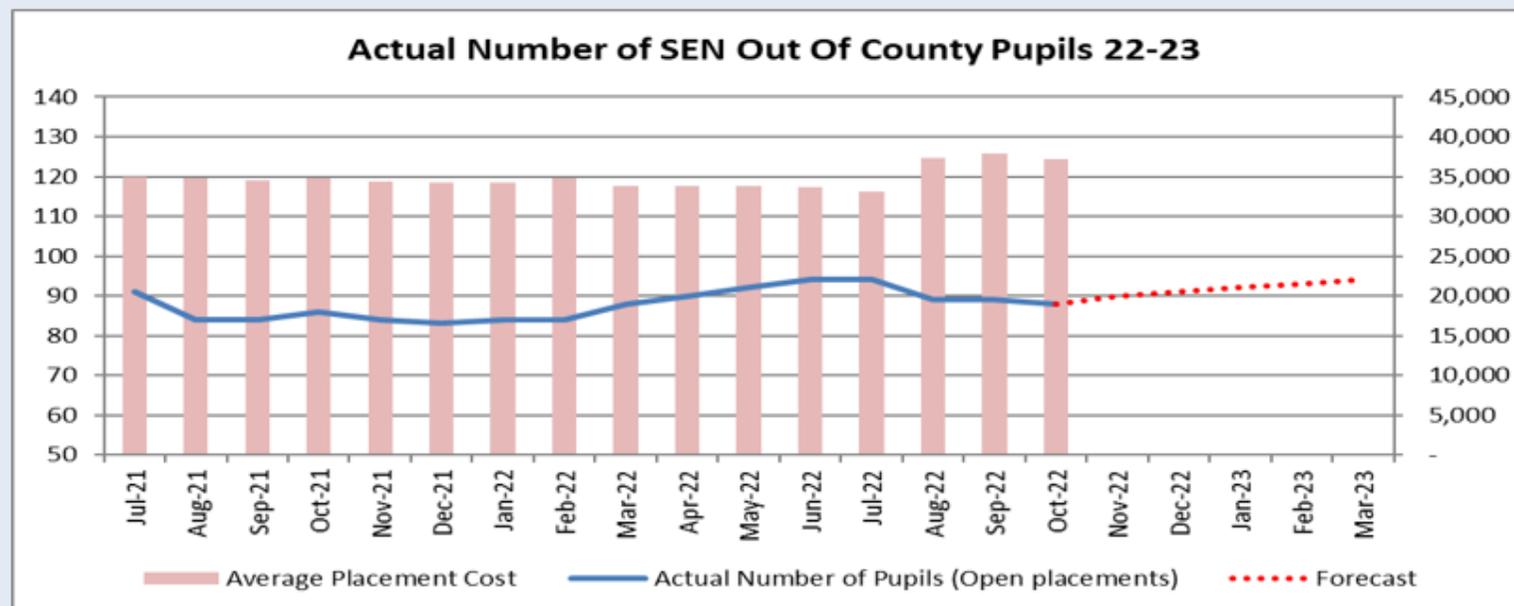


- The budget for 22/23 can afford 1022 service users at an average cost of £269 per week.
- As at October 2022, the forecast includes 959 services user who were in receipt of, or expected to start a service.
- There are currently 578 service users with a care package cost of under the current average weekly amount. This calculates to 66% of the current level of users which is contributing to an overspend on the non-residential budget.
- A remaining balance of a prior year MTRP saving for community opportunities of £100k will not be achieved in 22/23 as a result of non-residential services for Learning Disability service users being due for re-tender.
- Fee increases for the sector are anticipated to be up to 30% compared to the budgeted increase of 11%. The costs have been factored into the forecasts.

Budget Monitoring Position – October 2022

Risk Based Monitoring graphs

SEN Out of County Placements – Local Authority and Independent



- At month 7 (October 2022) there were 88 open placements.
- Overall demand for SEN support/placements has increased over the past few years and the trend is expected to continue, in particular for pupils with Social and Emotional Behaviour Disorder (SEBD) needs, Autistic Spectrum Disorder (ASD) and Profound Multiple Learning Difficulties (PMLD). A new ASD base at Rogerstone was opened in 21/22. The base will retain pupils in County and avoid the higher Out of County costs. The team are also sourcing additional places within schools.
- The 2022-23 SEN OOC budget can accommodate 104 placements at an average cost of £37k. There are currently 88 open placements and Inclusion previously anticipated 94 placements by the end of the financial year.
- Placements ranging between £10k and £20k account for 21% of the total number of placements.
- There are 3 placements in excess of £100k per year due to the complex needs of the individuals.

Budget Monitoring Position – October 2022

Schools

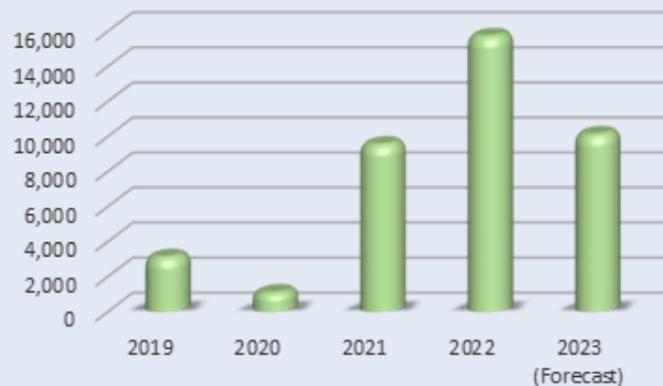
The projected in-year overspend increased from £5.05m to £5.596m in October. This revised position includes the pay award pressure for NJC staff and teaching staff and an adjustment for assumed late grants and other compensation. Projected total school reserves are forecast to be £10,141k at the end of the current financial year.

51 out of 56 schools have an in year overspend in this financial with year with 2 schools forecasting a closing deficit as at 31 March 2023. Projected total school reserves are forecast to be £10,141k as at 31 March 2023, down £91k from the previous month.

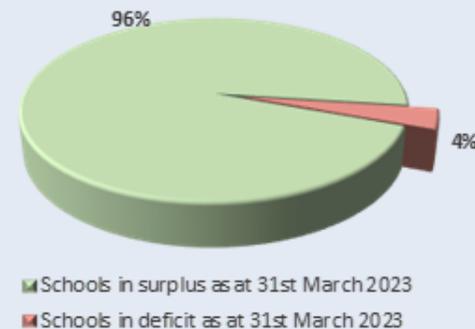
The local authority continues to closely monitor school balances over the medium term as part of our deficit avoidance and prevention strategy. An analysis on the use of reserves was undertaken at budget setting to identify the proportion of one-off and recurring overspending and whilst the majority of the in year overspending is one-off, however following recent changes, the number of schools with low surplus balances have increased and will need to be monitored closely over the medium term to avoid reporting a deficit position in future years as well as additional support to the 2 schools who are reporting an in-year deficit.

Schools forecasting deficit reserves at YE	September
Llanwern High School	0
Maindee Primary School	(19)
Pillgwenlly Primary School	(53)
St Andrews Primary School	0
Total Net Budget	(72)

Balances held by Schools as at 31st March



Proportion of Schools Forecasting Deficit as at 31st March 2023



APPENDIX 2 Revenue Summary Monitor – October 2022

	Current Budget	Projection Revised	(Under) / Over
	£'000	£'000	£'000
Summary Revenue Budget 2022/23			
Social Services			
Children Services	28,185	31,027	2,841
Adult Services	59,264	58,885	(379)
Prevention & Inclusion	925	771	(154)
	88,374	90,683	2,309
Transformation & Corporate			
Finance	5,155	5,122	(33)
People, Policy & Transformation	14,271	14,496	225
Law & Standards	4,612	4,707	95
	24,038	24,324	286
Environment & Sustainability			
Housing & Communities	4,685	7,800	3,115
Environment & Public Protection	15,061	15,564	503
Infrastructure	12,104	13,617	1,513
	31,850	36,981	5,131
Chief Executive			
Regeneration & Economic Development	5,813	5,624	(189)
Education	16,871	16,670	(201)
Schools	122,267	127,863	5,596
	144,951	150,157	5,206
Capital Financing Costs and Interest			
Capital Financing Costs and Interest (Non-PFI)	14,564	12,265	(2,299)
Public Finance Initiative (PFI)	9,007	9,007	(0)
	23,571	21,272	(2,299)
Sub Total - Service/Capital Financing	312,784	323,417	10,633
Contingency Provisions			
General Contingency	1,373	-	(1,373)
Covid Contingency	3,298	-	(3,298)
Centralised Insurance Fund	604	604	(0)
Non Departmental Costs	40	40	-
Other Income and Expenditure	1,399	3,406	2,007
	6,715	4,050	(2,665)
Levies / Other			
Discontinued Operations - pensions	1,651	1,376	(275)
Discontinued Operations - Ex Gratia Payments	3	3	(0)
Levies - Drainage Board, Fire service etc	9,416	9,452	36
CTAX Benefit Rebates	13,458	12,444	(1,014)
	24,528	23,275	(1,253)
Transfers To/From Reserves			
Base budget - Planned Transfers to/(from) Reserves	(1,015)	(1,015)	(0)
Earmarked reserves: Transfer to/(from) Capital	-	-	-
Earmarked reserves: Transfer to/(from) Schools	-	(5,596)	(5,596)
Earmarked reserves: Transfer to/(from) Schools Redundancy	-	-	-
Invest to Save Reserve	-	904	904
Invest to Save Reserve (from)	-	(904)	(904)
	(1,015)	(6,611)	(5,596)
Total	343,012	344,131	1,119
Funded By			
WG funding (RSG and NNDR)	(265,612)	(265,612)	-
Council Tax	(77,400)	(77,400)	-
Council Tax Deficit	-	250	250
Total	0	1,369	1,369

APPENDIX 3 Schools Funding and Balances

School Name	Opening Reserve 22/23	Final ISB Allocation (inc Post 16)	In Year U/(O) Spend March 23	Closing Reserve 31/03/23
	£	£	£	£
Bassaleg School	932,981	8,682,022	(611,916)	321,065
Newport High	567,967	5,963,929	(266,721)	301,246
Caerleon Comprehensive	279,815	7,532,457	1,284	281,099
The John Frost School	550,230	7,573,349	(347,215)	203,015
Llanwern High	296,723	5,474,118	(227,785)	68,937
Lliswerry High	(56,833)	5,787,613	326,882	270,049
St Josephs R.C. High	597,736	6,871,758	(288,108)	309,628
St Julians School	1,091,911	8,093,190	(446,918)	644,993
Ysgol Gyfun Gwent Is Coed	300,908	2,909,040	(26,017)	274,891
Sub Total	4,561,437	58,887,476	(1,886,514)	2,674,924
Always Primary	257,659	1,710,267	(165,831)	91,828
Caerleon Lodge Hill	255,388	1,414,107	(92,895)	162,493
Charles Williams CIW	620,879	1,971,662	(66,546)	554,333
Clytha Primary	102,111	917,065	(66,207)	35,904
Crindau Primary	253,609	1,520,396	(60,304)	193,305
Eveswell Primary	571,440	1,700,669	(14,483)	556,957
Gaer Primary	275,986	1,925,332	(214,131)	61,855
Glan Usk Primary	336,535	2,424,598	(84,965)	251,571
Glan Llyn Primary	231,043	1,861,869	76,597	307,640
Glasllwch Primary	116,351	928,330	(93,028)	23,323
High Cross Primary	78,684	1,016,474	(48,061)	30,623
Jubilee Park	281,615	1,523,490	(43,500)	238,116
Langstone Primary	242,091	1,283,953	(90,533)	151,558
Llanmartin Primary	167,842	812,472	(52,276)	115,566
Lliswerry Primary	226,510	2,233,851	(112,554)	113,957
Maesglas Primary	97,174	1,167,662	(62,896)	34,278
Maindee Primary	225,681	2,005,302	(244,187)	(18,507)
Malpas CIW Primary	158,433	1,157,004	(96,604)	61,829
Malpas Court Primary	138,272	1,286,774	(81,345)	56,928
Malpas Park Primary	226,501	966,191	(3,469)	223,032
Marshfield Primary	188,750	1,673,038	(80,483)	108,267
Millbrook Primary	187,728	1,280,993	(140,310)	47,418
Milton Primary	250,483	1,843,432	(195,711)	54,773
Monnow Primary	230,381	1,636,905	(188,534)	41,847
Mount Pleasant	105,385	966,074	(49,729)	55,656
Pentrepoeth Primary	173,703	1,785,712	(117,504)	56,198
Pillgwenlly Primary	69,023	2,401,078	(122,482)	(53,459)
Ringland Primary	149,982	1,121,140	(69,897)	80,085
Rogerstone Primary	97,972	2,448,433	(12,644)	85,328
Somerton Primary	136,211	657,031	(71,098)	65,113
St Andrews Primary	294,235	2,759,326	(271,112)	23,123
St Davids RC Primary	216,769	906,187	(78,685)	138,084
St Gabriels RC Primary	205,523	769,448	(65,308)	140,215
St Josephs RC Primary	117,732	828,794	34,487	152,219
St Julians Primary	697,925	2,389,602	(498,152)	199,773
St Marys Rc Primary	302,078	1,522,583	(98,250)	203,829
St Michaels RC Primary	192,218	884,308	(131,414)	60,804
St Patricks RC Primary	128,100	833,355	(56,155)	71,945
St Woolos Primary	93,178	1,311,359	(70,747)	22,431
Tredegar Park Primary	722,700	1,718,332	(328,601)	394,098
Ysgol Gym Bro Teyrnnon	392,833	849,065	(28,786)	364,047
Ysgol Gym Casnewydd	369,166	1,470,917	(81,647)	287,519
Ysgol Gym Ifor Hael	214,689	782,220	(90,876)	123,813
Ysgol Gym Nant Gwenlli	123,397	425,329	181,225	304,622
Sub Total	10,523,965	63,092,130	(4,249,628)	6,274,337
Newport Nursery	127,060	280,689	(84,107)	42,953
Sub Total	127,060	280,689	(84,107)	42,953
Maes Ebbw	231,844	4,047,671	(51,328)	180,516
Bryn Derw	292,670	2,498,555	(223,980)	68,689
Sub Total	524,514	6,546,226	(275,308)	249,206
Assumed additional grant and other compensation			900,000	900,000
Pay Award Pressure				
Grand Total	15,736,976	128,806,522	(5,595,557)	10,141,419

APPENDIX 4 Planned Movement in Reserves

Reserve	Balance at 31-Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Balance at 31-Mar-23 (Forecast)
	£'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	(15,737)												5,596	(10,141)
Earmarked Reserves:														-
Music Service	(127)													(127)
Pay Reserve	(1,418)													(1,418)
Insurance Reserve	(1,162)													(1,162)
MMI Insurance Reserve	(602)													(602)
Education Achievement Service	(92)													(92)
Schools Redundancies	(1,098)												131	(967)
General Investment Risk Reserve <i>(see separate tab for detail)</i>	(2,631)												(128)	(2,759)
European Funding I2A & CFW	(1,398)												83	(1,315)
MTPF Reserve <i>(see separate tab for detail)</i>	(9,401)												2,793	(6,608)
GEMS Redundancies	(78)													(78)
Landfill (fines reserve)	(332)												(11)	(343)
COVID Risk Reserve	(1,820)													(1,820)
SUB TOTAL - RISK RESERVES	(20,159)	-	-	-	-	-	-	-	-	-	-	-	2,868	(17,291)
Capital Expenditure <i>(see separate tab for detail)</i>	(9,928)												398	(9,530)
Displacement Headroom	(10,279)												8,948	(1,331)
Capital Grants Unapplied	(3,210)													(3,210)
Transformation Fund	(7,567)												1,185	(6,382)
Super Connected Cities	(170)												128	(42)
School Works	(27)													(27)
School Reserve Other	(929)													(929)
Schools ICT Sustainability	(50)													(50)
Feasibility Reserve	(54)												3	(51)
Chartist Tower	(256)												256	-
Usable Capital Receipts <i>(see separate tab for detail)</i>	(9,390)												2,351	(7,039)
Streetscene Manager Support	(11)												11	-
SUB TOTAL - ENABLING RESERVES	(41,871)	-	-	-	-	-	-	-	-	-	-	-	13,280	(28,591)
Municipal Elections	(180)												180	-
Local Development Plan	(515)												37	(478)
Strategic Development Plan	(110)												(55)	(165)
Glan Usk PFI	(1,607)												-	(1,607)
Southern Distributor Road PFI	(39,940)												897	(39,043)
Building Control	(124)												(39)	(163)
Loan modification technical reserve (IFRS 9)	(513)												105	(408)
Soft Loan interest equalisation reserve	(1,648)												300	(1,348)
Kingsway	(64)												64	-
SUB TOTAL - SMOOTHING RESERVES	(44,701)	-	-	-	-	-	-	-	-	-	-	-	1,489	(43,212)

Reserve	Balance at 31-Mar-22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Balance at 31-Mar-23 (Forecast)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Works of art	(21)													(21)
Theatre & Arts Centre	(232)													(232)
Environmental Health - Improve Air Quality	(49)													(49)
Apprenticeship Scheme	(7)													(7)
City Economic Development Reserve	(90)													(90)
Welsh Language Standards	(127)												39	(88)
Port Health	(20)													(20)
Financial System Upgrade	(600)												472	(128)
SS Covid recovery	(563)												563	-
Events	(275)												(60)	(335)
Voluntary Sector Grants	(27)												27	-
IT Development	(53)												53	-
Joint Committee City Deal Reserve	(662)													(662)
Civil Parking Enforcement	(193)												77	(116)
Community Covid Recovery Fund	(500)													(500)
City Services – refurbishment & cleansing of open spaces	(19)												19	-
Green Recovery Task Force	(1,000)												43	(957)
Business Support	(81)												81	-
Business Development Grants	(250)												250	-
Community Occupational Therapy	(53)												50	(3)
Directly Managed Community Centres Maintenance	(50)												-	(50)
Infrastructure (see separate tab for detail)	(647)												527	(120)
PSB Contribution	(40)													(40)
COVID Reserve (see separate tab for detail)	(426)												195	(231)
Homelessness Prevention	(327)												327	-
Chief Education Grant	(568)												476	(92)
Home to School Transport - St Andrews	(499)												430	(69)
Housing Supply review	(25)												25	-
Anniversary tree planting / green canopy	(3)													(3)
Cariad Casnewydd	(170)												4	(166)
Community Gardening Schemes	(180)													(180)
Market Arcade owner contributions	(51)													(51)
Parks & Open Spaces	(2,500)												1,200	(1,300)
Discretionary Rate Relief	(900)												173	(727)
Domiciliary Care Service Capacity	(500)												500	-
Social Services PPE Reserve	(212)												212	-
St. Andrews Primary	(305)													(305)
Communications Corporate Requirement	(232)													(232)
Decarbonisation Projects	(90)												90	-
Prior Year Underspend - 21/22	(7,895)													(7,895)
SUB TOTAL - OTHER RESERVES	(20,442)	-	-	-	-	-	-	-	-	-	-	-	5,773	(14,669)
RESERVES TOTAL	(149,409)	-	-	-	-	-	-	-	-	-	-	-	29,006	(120,403)

Report

Cabinet

Part 1

Date: 14 December 2022

Subject **2023/24 Budget and Medium-Term Financial Plan (MTFP)**

Purpose To highlight key issues affecting the development of the Council's 2023/24 budget and Medium Term Financial Plan (MTFP) and present the draft proposals for the 2023/24 budget. Cabinet are asked to agree the proposals in order to commence the budget consultation process for this year. Consultation results will be reported back to Cabinet in February 2023, when Cabinet will agree a final budget and recommend the corresponding council tax level to full Council.

Author Head of Finance

Ward All

Summary This report presents the draft budget proposals for 2023/24.

Budget preparations this year have presented a distinct set of challenges, building on the unprecedented circumstances of the last few years and the drastic recent economic changes over a relatively short period of time. Councils are dealing with pressures on a scale never seen before. Inflation, soaring energy bills and increasing demand are resulting in significant budget shortfalls over the immediate and medium term.

As a result, the 2023/24 budget shortfall presented to Council in March 2022 has increased from £1.9m (£3.6m over the medium term) back then to £27.6m prior to cost reduction plans (£55.8m over the medium term) now, requiring the consideration of all potential solutions to balance the budget shortfall. Whilst the Office for Budget Responsibility predicts that inflation will start to fall sharply from the middle of next year, the unprecedented increases in inflation are expected to have a lasting impact as prices are not expected to return to previous levels.

Whilst the recent UK Government budget confirmed increased funding for public services over the next two years, the medium term outlook remains uncertain as it is unclear what, if any, of that increase will be passed onto Local Councils in Wales for 2023/24. The scale of the budget challenges will very likely still significantly outweigh funding increases, therefore, consideration must be given to how the Council is able to continue operating effectively for the residents of Newport whilst maintaining financial sustainability. With savings totalling circa £80m having already been identified over the last decade, it will not be possible to balance the 2023/24 budget through efficiencies alone. This means that required savings will impact upon front line service delivery.

Details on the draft 'Revenue Support Grant' (RSG) will not be confirmed until 14th December. Therefore, any updates to current funding assumptions will be provided to Cabinet in their February meeting.

The budget timetable has been adjusted to maximise the time available for consultation. Residents, service users and stakeholders, such as the independent Fairness Commission, will have seven full weeks to take part in the consultation.

Details of the budget are shown within this report. The report, along with the appendices, set out the draft budget pressures and investments, budget savings and increase in local council tax, which are key elements of the proposed budget.

Section:

- 1 Background
- 2 Economic challenge
- 3 Financial planning assumptions
- 4 Budget savings
- 5 Budget process and consultation
- 6 Risk, financial resilience, and performance
- 7 Report review and statutory comments

Appendix:

- | | |
|-------------|--|
| Appendix 1 | Budget investments |
| Appendix 2 | New budget savings for consultation |
| Appendix 3 | New budget savings implemented under delegated authority |
| Appendix 4 | Demand models for social care |
| Appendix 5 | Fees & charges for consultation |
| Appendix 6 | Financial resilience 'snapshot' |
| Appendix 7 | Medium term financial projections |
| Appendix 8 | Projected earmarked reserves |
| Appendix 9 | Corporate risk register summary - Quarter 2 |
| Appendix 10 | New budget savings for consultation – proposals |
| Appendix 11 | New budget savings implemented under delegated authority - proposals |

Proposal

1. **Cabinet agrees the following draft proposals for public consultation:**
 - i) Budget savings proposals in Appendix 2 (summary table) and Appendix 10 (detailed proposals).
 - ii) As a starting point a council tax increase of 9.5% will be consulted upon, a weekly increase of £1.55 - £2.07 for properties in Band A to C, the most common bands in Newport, as set out in paragraphs 3.12 to 3.15.
 - iii) Proposed fees and charges in Appendix 5.
 - iv) The budget investments shown in Appendix 1, including those for schools.
2. **Cabinet approves:**
 - v) Implementation of the delegated decisions in Appendix 3 (summary table) and Appendix 11 (detailed proposals) by Heads of Service with immediate effect, following the usual Council decision making processes.
3. **Cabinet notes:**
 - vi) The position on developing a balanced budget for 2023/24, noting that the position will be subject to ongoing review and updates between now and the February Cabinet when the final budget is agreed.
 - vii) The current position in the development of a 'Transformation Plan' for the Council and the HoF comments on the importance of that in relation to the medium/long term budget challenge and contributing to sustainable financial footing for services.

- viii) Further work is required to specifically review and manage the financial impacts of some key risks in 2023/24.

Action by Executive Board/ Heads of Service

Timetable Immediate:

Decisions subject to consultation include investments set out in Appendix 1, savings set out in Appendix 2 (summary table) and Appendix 10 (detailed proposals), fees and charges (Appendix 5), and schools funding position (section 3). These, along with the proposed council tax increase will form the basis of the consultation process.

This report was prepared after consultation with:

- Leader of the Council
- Chief Executive
- Strategic Directors
- Head of Law and Standards
- Head of People, Policy and Transformation

Signed

1 Background

1.1 The Medium Term Financial Plan (MTFP) included within the Council's 2022/23 budget report, presented in March 2022, identified a potential budget gap of £1.9 million (m) in 2023/24 and £3.9m over the period 2023/24 to 2024/25. This report provides an update to reflect more recent information and the key planning assumptions made over the medium term. In addition, the report provides an overview of the Council's proposals for addressing the identified budget gap.

1.2 The external considerations impacting on the Council are key in the Council's financial planning. Budget preparations have presented a distinct set of challenges not only building on the unprecedented circumstances of the last few years but also the drastic economic changes over the last 12 months. This has meant that the budget gap estimated in March 2022 is unrecognisable in comparison to the budget gap that the council now faces. The key emerging cost challenges include:

- **Increasing inflationary costs** – the impact of specific elements of the consumer prices index (CPI) on council supplies and services; affecting both the Council's own direct costs and that of its key suppliers and service providers. Examples include the cost of food and fuel. The latest published CPI inflation rate is 11.1%. This is forecast to be 10.2% for Q1 2023 and 8.9% for Q2 2023;
- **Pay awards** – the impact of high inflation on actual and future potential pay awards. This relates to the Council's own pay awards (teachers and National Joint Committee (NJC)) as well as awards that will be passed on to the Council's commissioned services, e.g., the care sector;
- **Energy crisis** – this is expected to have one of the most significant cost implications for Council services in particular schools, street lighting, residential care, and the wider council estate;
- **Cost of living crisis** – the fall in real disposable income experienced since late 2021 has led to increasing requests for government support and demand on local services;
- **Labour market** – labour market challenges are increasing the cost of commissioned services in areas affected by labour shortages; in particular social care;
- **Increasing demand** - for services and therefore costs stemming from legacy issues coming from the pandemic period as well as population and demographic/ societal changes. These are most acute in the usual budget areas of social services and education; but also, now, housing services.

1.3 The impact of rising costs due to the rapid increase in inflation has led to the significant recalculation of the estimated costs faced by the Council in 2023/24. The table below outlines the key movements to the 2023/24 budget gap since March 2022.

Table 1: 2023/24 budget updates since March 2022

	2023/24		
	March 2022 £'000	Updates £'000	Revised £'000
Pricing - pay inflation & increments	5,391	6,312	11,703
Pricing - contract/ income	3,435	18,475	21,910
Demand - schools	1,561	(776)	785
Demand - social care	1,065	2,263	3,328
Demand - homelessness	0	3,500	3,500
Other	2,465	1,571	4,036
WG Revenue Support Grant	(10,046)	(1,815)	(11,861)
Council tax	(2,477)	(3,848)	(6,325)
Reserves transfer	563	0	563
Budget Gap	1,957	25,682	27,639

1.4 A key component of the Council's budget is the core grant funding received from Welsh Government, known as 'aggregate external finance' or more commonly as the 'Revenue Support Grant' (RSG). Whilst indicative allocations for 2023/24 were provided as part of the 2022/23 settlement, the draft RSG allocation for 2023/24 will not be known until 14th December. However,

despite this delay, it is evident that the financial outlook has drastically worsened since the budget position was shared with Council in March 2022 for the reasons outlined above.

- 1.5 The Council has recently approved its new Corporate Plan, and this will be supported by a Transformation and other key plans for delivery of the key outcomes within it. A review of these is now required to identify what, if any, additional financial impacts on current budgetary provision is required for delivery. Whilst the scale of the financial challenge creates some practical and other challenges here, it does not mean that these priorities cannot be met.
- 1.6 In balancing the budget over the last decade, savings have consistently been a large contributory factor to bridging the gap with around £80m of savings made over this period (£25m over the last 5 years). The need to identify and deliver such significant levels of savings become increasingly challenging at this stage because:
- lower levels of funding, from low relative council tax; means budgets are already lower than most other comparative councils, coupled with,
 - high levels of deprivation and a growing city is resulting in high demand for services and,
 - the ability to identify new savings, without significant service impacts, becomes more difficult against the backdrop of sustained savings requirements over recent years.

2 Economic Challenge

- 2.1 This section outlines the key contextual areas and events, which influence the Council's medium term financial planning and within that, next year's budget. This year has brought some new and significant challenges over and above previous years, and this report highlights the continued volatility. The key contextual areas which have shaped the preparation of the draft proposals include:
- the economic challenge, in the context of major cost and demand pressures. This includes the UK national context, the annual spending review and what this means for WG funding
 - the local, Newport City Council, context given the draft RSG funding is yet to be confirmed
 - the Council's Corporate Plan, which drives priorities. These factors are explained in more detail below.

National Context

- 2.2 The UK government's Autumn Budget and Spending Review 2022 announced on 17th November confirmed that the Government will deliver a plan to tackle the cost of living crisis and rebuild the UK economy.
- 2.3 The Office for Budget responsibility (OBR) confirm that global factors are the primary cause of current inflation. Although it is predicted that inflation will start to fall sharply from the middle of next year, the unprecedented increases in inflation are expected to have a lasting impact, as prices are not anticipated to return to previous levels. The Chancellor, during the announcement, confirmed that the economy is likely to shrink next year before recovering thereafter.
- 2.4 The key headlines, for local government, as set out within the Chancellor's Autumn Statement include:
- Existing departmental spending under the 2021 spending round would be maintained. Then departmental spending growth would slow significantly to 1% a year in the three years that follow.
 - Schools budget will increase by an extra £2.3bn a year in both 2023/24 and 2024/25.
 - There will be a £3.3bn increase in NHS funding over the next two years.
 - Although the government's energy price guarantee will be kept for a further 12 months, it has been confirmed that this assistance will not be available for public sector organisations.
 - The National Living Wage will rise by 9.7% next year to £10.42 an hour.

Based on the above and how 'consequential funding' for devolved governments works:

- Devolved administration funding would be increasing by around £3.4 billion over 2023/24 and 2024/25. This includes £1.2 billion for the Welsh Government, though on a 'consequential cash term', is lower at circa £800m. The extra funding are consequential of the increased funding, in England, of NHS, Schools and Social Care services.

2.5 In summary, at an UK level, the Budget and Spending Review outlined a scenario which:

- Maintained the 2021 spending round increase funding, and increased them further in the areas of health, education, and social care for the next two years, but still not at a level which keeps up with current inflation/price increases.
- Thereafter, slows down the growth in public sector funding significantly from 2025/26 onwards, which, even though inflation/price increases will have significantly reduced themselves, will continue to make for a very challenging scenario.

Keeping this in mind and thinking over the medium term will be key to creating a budget and transformation strategy which ensures sustainable services and financial stability.

Local Context

2.6 The 2021 Comprehensive Spending Review (CSR) set out a 3-year Government spending plan. The impact of that at an all-Wales level was funding increases for local government of +3.5% and +2.4% for the period covering 2023/24 to 2024/25. This announcement was made at a time when the economic and fiscal situation was very different and although the Autumn budget confirmed that the CSR assumptions will remain unchanged, it is evident that this is now significantly inadequate, even with the potential prospect for further increases announced in the CSR outlined above.

2.7 In addition, an estimate for some additional share of the total LG funding has been assumed given Newport's growing population, as evidenced by the 2021 Census data. The 2023/24 RSG funding distribution will be first to reflect the 2021 Census data and Newport is one of three Councils where it confirmed actual population was higher than the estimates used for previous year distributions. School pupil numbers continue to increase too. Both sets of data are key drivers of the distribution of the RSG, estimated at circa £2.6m and which is over and above the 'average' +3.5% increase outlined above. This is reflected in the MTFP and 2023/24 budget position.

2.8 The outcome of the draft announcement will be pivotal to agreement of the Council's 2023/24 draft budget as this accounts for the largest part of councils' funding. In Newport, the RSG funding makes up 77% of its net budget, with council tax at 23%. Given the Council's reliance on RSG, what happens to this grant is crucial, as any reductions cannot be easily offset by an increase to council tax. The scale of the budget challenge is very sensitive to changes, both current and future, to RSG funding as shown in table 5 and although multi-year settlements reduce the uncertainty, the constantly changing economic climate has the potential to make this a little more changeable. The fact that the draft settlement will not be known at the point of finalising this report increases the risk of the budget gap being impacted by the announcement, in particular with increased funding being available to the WG, following the recent Autumn Budget.

2.9 The Head of Finance (HoF) has set the council tax base (i.e. the number of Band D equivalent properties) for 2023/24 and it will increase by 0.21%. This council tax base is net of a 2% non-collection allowance. This practice is consistent with all councils across Wales and Newport's 'budgeted collection rate' is one of the highest in Wales. The net increase in available funding from the increased tax base is £140k and is reflected in the MTFP for 2023/24. The increase in the tax base may impact upon the share of WG funding received by the Council, as a consequence of the equalisation process that WG undertake. This will be confirmed at the draft settlement stage and will be reflected in the final budget to be considered by Cabinet.

Implementing the Corporate Plan

- 2.10 The Council has recently approved its new Corporate Plan, and this will be supported by a Transformation and other plans to achieve the outcomes within it. The transformation plan is in the development stage and whilst this will form a key part of the strategy for addressing the budget gap it will not in itself deliver the quantum of savings required over the medium term. Therefore, further work is required to build a detailed delivery and implementation plan with potential savings.
- 2.11 As part of the Councils transformation plan, the Council are reviewing how we utilise our operational estate in the light of the changes implemented during the pandemic. The Council operates services from 73 assets throughout the City. These assets range from care homes to depots to Civic buildings, but do not include schools.
- 2.12 We also have commercial and non-operational buildings and land, and educational establishments/ schools. Of these there are several that are deemed to be essential and must remain within the estate. The remaining assets provide opportunities, including:
- disposal to achieve a capital receipt and revenue savings,
 - disposal to community groups or third sector organisations,
 - amalgamating services into one asset to create efficiencies,
 - repurposing to maximise an assets use to the Council.
- 2.13 The rationalisation programme would seek to identify and maximise its effect by prioritising those assets which would provide the greatest returns. These include buildings such as the Civic Centre and Mansion House. The Civic Centre has an annual revenue cost in excess of £750k in 22/23 rising to in excess of £1million in 23/24. Prior to the pandemic desk occupancy at the Civic had reduced and the building remains underutilised, and there is potential to accommodate other services, or to change its use.
- 2.14 As an example, the Mansion House, which currently houses the Registrar's Office, provides an opportunity for significant capital receipt as it is situated in a highly sought-after part of the City and would achieve circa £1million if disposed on the open market. To achieve this the Council would need to relocate those staff and services effected into another appropriate asset. This will not deliver revenue savings in the initial move but would deliver other efficiencies as buildings are used more effectively.
- 2.15 The Council will own other buildings which would also offer a potential capital receipt and reduce further maintenance and spending commitments. This would also support the Council's Climate Change Plan. It is proposed to progress with a programme of asset and estate rationalisation

Addressing the budget gap

- 2.16 The Council is required by law to set a balanced budget every year. Therefore, there has been a need to consider all potential options for addressing the budget gap of £27m. This includes a review of all aspects of the budget. Ultimately, however, most of the budget gap will need to be identified through budget savings. Building on the levels of savings identified over the past decade (in the region of £80m) it will not be possible to balance the 2023/24 budget through efficiencies alone and so there will be a requirement for savings that impact upon service delivery.

3 Financial planning assumptions

- 3.1 Whilst the above highlights the context for the Council's medium term financial plan, this section deals with the key assumptions affecting the MTFP and the budget for next year.

Increasing costs and demand

3.2 Financial pressures and demands on our services have escalated significantly during the current financial year and, cumulatively, the pressures over the medium term are significant. The main issues include:

Inflationary Increases

- With inflation forecast to be 10.2% for Q1 2023, this is possibly one of the most important considerations in the setting of this budget. Unavoidable pay and inflationary cost increases, including schools, equate to £33.61m in 2023/24 and £76.91m over the three-year period to 2025/26;
- Aside from pay, key areas of concern are energy, fuel, and food. Forward purchasing arrangements for energy have largely protected the Council from the impact of energy price increases in the current year. That said, indicative increases for 2023/24 are substantial – 245% for gas and 137% for electricity. The position remains volatile and subject to change, however, based on current units purchased to date, there will be an estimated cost increase of £7.9m 2023/24.

Staff Costs

- Staff costs account for over half of all council costs. Sustained levels of high inflation have placed upward pressure on such costs as shown by pay awards in the current year exceeding the budgeted level of 4%. For 2022/23, the NJC pay award (which encompasses most Council staff), is an uplift of £1,925 across all pay scales, representing an average increase of 6.4%. An additional cost of £3.6m has been factored into the base budget for the 2023/24 budget to make good this shortfall.
- For NJC staff, a pay award of 4% has been assumed for 2023/24.
- An additional cost of £0.6m has been included in the base budget for 2023/24 to fund a 3.5% pay award for teachers agreed from September 2023 (+1% over and above existing budget provision for 2023/24).
- In September 2022, the new Real Living Wage (RLW) rate was announced at £10.90, which is a 10.1% increase. From April 2023, this will not be a significant cost as the pay award uplift at the bottom of the pay structure is comparable in percentage terms.
- Providers of commissioned services, such as social care and transport, are facing the same cost pressures as those faced by the council, and in the context of a 'fragile market', will need sufficient/appropriate funding. This is especially likely to be the case where National Living Wage is paid, which will rise to £10.42/hour following the recent UK budget.

Service Demand

- Alongside inflationary pressures, the Council is experiencing exceptional levels of demand and cost pressure in some areas; most significantly in Children's services linked to the number and complexity of 'in year placements' for children looked after. Demand pressures will need to be closely monitored across a range of services including homelessness and adult social care.
- The pandemic has exacerbated many of the existing challenges within social care including increasing demand for services coupled with significant workforce pressures. The fragility of the social care market and the ability to deal with such levels of demand is an issue.
- Significant pressures are evident in relation to homelessness. The main issues being the continuing large number of individuals/ households accommodated in temporary accommodation, partly as a legacy of the Covid period, and the lack of suitable accommodation options resulting in significant use of hotel and B&B options at a much higher cost than more traditional options. This is compounded by the inability of housing benefit subsidy to cover these costs as it is capped for short term accommodation; therefore, the additional cost falls to the council.

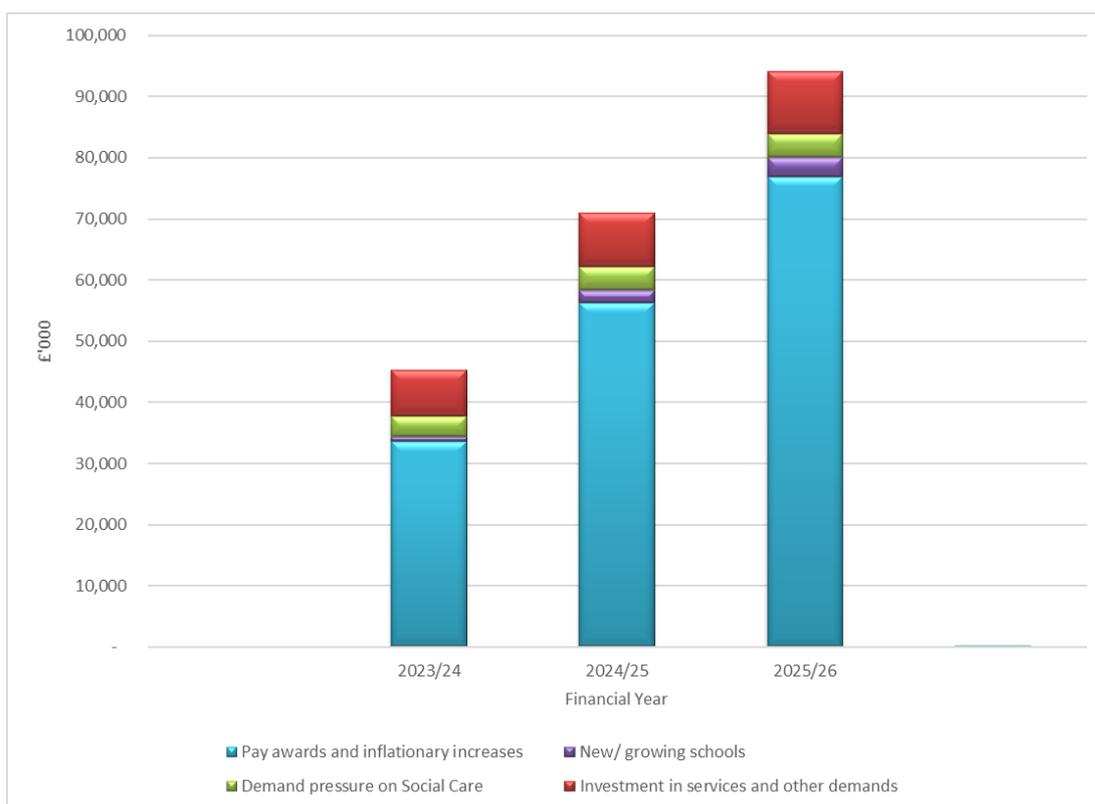
3.3 Detailed demand models for social care have been included within Appendix 4 and form the basis of the investments proposed for inclusion within the medium-term projections.

3.4 For 2023/24 specifically, the Council is currently planning to invest around £11.6m in the draft budget over and above an allowance for pay and pricing inflation. More details on proposed investments are included in Appendix 1 and some of the key items include:

- £1,951k investment in school budgets - £368k funding for new schools, £417k net increase in pupil funding and £1,166k for teachers pay and pension
- £3,360k for increasing demand in social care for both children and adult services and investment in children looked after
- £3,500k for homelessness provision to support WG directive to ensure that there are no rough sleepers in Newport.

3.5 Detailed investments will be agreed in the Cabinet’s February meeting and will be done so considering feedback from the public consultation. As well as the permanent investment in the revenue budget, the Cabinet will also approve one-off investments, such as in relation to implementation costs arising from savings proposals, funded from current reserves.

Chart 1: Cumulative pressures by source



3.6 The financial pressures facing the Council continue to accelerate over the three-year period with pricing and inflation accounting for £77m or 81% of total investment required over the next three years.

Capital programme and financing

3.7 Unfunded capital expenditure undertaken by the Council gives rise to a long-term and fixed commitment to fund the associated revenue costs for the provision of the repayment of that borrowing (Minimum Revenue Provision (MRP)) and interest costs – together called ‘capital financing costs’.

3.8 The current capital programme, which includes previously approved contributions towards the Cardiff Capital Region City Deal, is coming to an end, with a new five-year programme to be set for 2023/24. This new programme will be approved by Council alongside the revenue budget for 2023/24. The capital financing costs arising from the existing programme were fully funded as part of the 2021/22 revenue budget and, therefore, there is no requirement to make new revenue budget provision in connection with the current programme. It is important to note that a significant amount of slippage has occurred in delivering the existing programme and, as a result, a number of schemes are expected to be completed during 2023/24 and 2024/25. This means

that delivering anything in addition to those existing schemes, during the early part of the new programme window, would be challenging from a capacity perspective.

- 3.9 As outlined in the Council’s Capital & Treasury Management Strategy, and in accordance with its legal obligations, the Council should only commit to unfunded capital expenditure (i.e. that funded via borrowing and, ultimately, the revenue budget via MRP) where it is prudent, affordable, and sustainable to do so. In light of the incredibly challenging revenue budget situation facing the Council over the medium term, it would be difficult to argue that any new capital financing commitments, driven by new unfunded capital expenditure, would meet these criteria. Therefore, the draft revenue budget for 2023/24 and the MTFP do not include any revenue provision for new unfunded capital expenditure. Any new capital expenditure requirements from 2023/24 will need to be fully funded from external or existing resources, such as capital receipts or WG grants. In addition, service changes requiring capital investment, could be funded from savings or re-prioritised budgets which may come about as part of those changes.

School’s funding

- 3.10 The MTFP identifies pressures relating to schools amounting to £10,395k in 2023/24, which equates to approximately 8.5% of the current schools’ budget. This is based on an assumed level of inflationary pay award and non-pay increase as noted above plus the additional costs of new/ expanding schools. For the full three-year MTFP period, assessed school pressures amount to £28m, based on current assumptions. These will, like other MTFP assumptions, need to be reviewed regularly and any actual proposed funding increases confirmed through the budget process. Table 2 below sets out the detailed school budget pressures over this timeframe.
- 3.11 Given the size of school’s budgets relative to the overall budget, Cabinet are aware that protecting the school budgets in its entirety would be extremely challenging on all other Council services. In that sense, the school’s budgets will need to contribute to balancing the overall Council budget. However, mindful of the additional funding the Welsh Government has received following the recent UK Autumn budget, in part a consequential of increased Education funding, this will be announced at the meeting on the 14th December when the draft settlement is known. This will allow a more considered view to be taken on this part of the Council’s budget, representing as it does, the single largest part of the overall budget.

Table 2: School budget pressures 2023/24 to 2025/26

	2023/2024 £'000	2024/2025 £'000	2025/2026 £'000
Teaching staff - pay award - 3.5% Sept 23 and 2.5% thereafter	3,628	3,217	4,337
Non Teaching school staff - pay award - 4% in 23/24 and 2.5% thereafter	875	899	921
Contract & Income Inflation	3,941	3,463	1,745
New and growing Schools	368	1,345	1,278
Secondary School Transitions	417	(124)	(114)
Other School investment	1,166	566	566
	10,395	9,366	8,734

Council Tax

- 3.12 It is well documented that Newport’s council tax is low compared to others in Wales, generating 23% of the Council’s income. This council’s current year band B council tax rate is 15% lower than the Welsh average.
- 3.13 A range of council tax increases are being consulted upon although the position and figures set out within this report are based on a 9.5% increase within the MTFP in 2023/24. A 4% planning assumption for council tax increase remains thereafter. This is subject to consultation and a final recommendation to Council on the council tax level and will be confirmed in the Cabinet’s February 2023 meeting.

- 3.14 For contextual purposes, the table below shows the weekly increases in council tax based on a 9.5% increase. Given the low starting point on Newport's council tax, it will still be lower than most (if not all) of the neighbouring authorities, even if they have a lower level of increase. Newport City Council's proposed tax increase would maintain its position as one of the lowest in Wales.

Table 3: Scenarios illustrating weekly Council Tax increases

Band	A	B	C	D	E	F	G	H	I
Annual increase based on 9.5% increase	£80.56	£93.99	£107.41	£120.84	£147.69	£174.55	£201.40	£241.68	£241.68
Weekly increase based on 9.5% increase	£1.55	£1.81	£2.07	£2.32	£2.84	£3.36	£3.87	£4.65	£4.65

- 3.15 Given that over half of Newport's chargeable properties are banded A – C, most households would see an increase of between £1.55 and £2.07 per week based on a 9.5% increase.

Summary of key budget assumptions

At this point, the following assumptions are included.

Table 4: Summary of key assumptions

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
RSG increase +3.5% , +2.4% and +2.95% in line with WG multi-year settlement figures included within RSG	(9,296)	(6,598)	(8,304)	(24,198)
Increased share of the total RSG due to data changes showing increased relative spending need	(2,565)	-	-	(2,565)
Council tax increase +9.5% in 2023/24 and 4% thereafter	(6,325)	(2,853)	(2,968)	(12,146)
Budget pressures/ investments (appendix 1)	45,262	25,634	23,240	94,136

Resulting budget position and sensitivity of assumptions

- 3.16 Given the significant inflationary and demand pressures identified during recent months, coupled with the currently unchanged indicative funding allocations, it is unsurprising that the MTFP gap over the medium term has grown significantly since the last update. The budget position in the current draft MTFP (Appendix 7) is unprecedented, certainly compared to previous years. Should any of the underlying assumptions change, there is scope for the position to change. The table below outlines the potential impact that changes to key elements could have:

Table 5: Sensitivity analysis – key projections

RSG Sensitivity	£'000
RSG growth +/- 1%	2,656
Council Tax Sensitivity	£'000
Council tax change +/- 1%	652
Pay Sensitivity	£'000
Pay inflation - NJC staff +/- 1%	1,100
Pay inflation - Teachers and soulbury +/- 1%	494
Contract Inflation Sensitivity	£'000
Contract inflation - +/- 1%	5,889

4 Budget savings

- 4.1 The identification of significant new savings is a requirement to balance the budget for 2023/24. The draft proposed savings identified for 2023/24 to date total £11,561k. The table below provides a summary of the savings by decision over the 3-year planning horizon.

Table 6: Summary of projected savings

Savings Decision Type	2023/2024 £'000	2024/2025 £'000	2024/2025 £'000	Staff Impact FTE
Budget savings for full Cabinet decision (appendix 2)	5,649	245	0	75.93
Budget savings delegated to officers (appendix 3)	5,912	39	0	20.1
Total Budget Savings	11,561	284	0	96.0

- 4.2 Under the constitution and our scheme of delegation, the Cabinet takes some budget decisions collectively. These proposals total £5,649k for 2023/24 and £5,894k over the life of the MTFP. Some lower level, operational and efficiency type budget proposals are delegated to Heads of Service for decision and implementation. These proposals, totalling £5,912k for 2023/24 and £5,951k over the life of the MTFP are listed in Appendix 3.

Fairness and Equality Impact Assessments (FEIAs)

- 4.3 All budget proposals have been reviewed against our Equality and Welsh language duties, and, where appropriate, have had an initial Fairness and Equality Impact Assessment completed. The initial FEIA identifies potential negative or positive impacts in relation to protected characteristics, as defined by the Equality Act 2010, and on Welsh language. These FEIAs will be further informed as a result of public consultation and developed in line with the new Socioeconomic Duty. FEIAs for all proposals requiring one can be found [here](#).
- 4.4 The identification of significant new savings is a requirement to balance the budget for 2023/24.

5 Budget process and consultation

- 5.1 This report presents the draft proposals for the 2023/24 budget. The report asks Cabinet to note:
- the position on developing a balanced budget for 2023/24, acknowledging that the position will be subject to ongoing review and updates.
- 5.2 The report also asks Cabinet to agree a series of proposals for public consultation. This includes:
- proposed budget investments in Appendix 1;
 - proposed savings in Appendix 2 (summary table) and Appendix 10 (detailed saving proposals).
 - proposed fees and charges in Appendix 5;
 - the position regarding the proposed school funding for 2023/24 in section 3;

Budget engagement

- 5.3 In the wake of the pandemic and a general change to the way everybody works and lives, the approach to engagement has had to change. Traditional engagement methods are no longer as effective as they were, and levels of engagement have reduced. Despite this, a pre-budget engagement exercise was completed to establish citizens' views on the prioritisation of council

spending over the medium term. Almost 900 responses were received, and the results indicated that the public continues to place significant emphasis on: schools and education, children's services, city services, adult services, and homelessness support, but are increasingly concerned with the cost of living and climate action and community safety.

- 5.4 The proposed investments set out in this report have been identified with public engagement in mind, and citizens will now be invited to give their views on the draft budget and medium-term financial plan during the consultation period. Unlike the previous year, the Council faces severe financial pressures, and this is reflected in the consultation, which will focus on the proposed cost savings and proposed increase to council tax which are needed to balance the budget.

Below is this year's timetable for consulting on and approving the 2023/24 budget:

Table 7: Budget consultation timetable 2023/24

Cabinet agrees budget proposals as a basis for consultation	14 December 2022
Consultation period	14 December 2022 to 2 February 2023
Cabinet considers feedback from consultation and agrees final budget proposals and recommends resulting overall budget and council tax required to full Council	15 February 2023
Council approves the 2023/24 overall budget and resulting council tax level required	28 February 2023

6 Risk, financial resilience, and performance

- 6.1 A key driver in our budget strategy and MTFP framework is the need to manage the Council's general and financial risks, its financial resilience and performance. This next section looks at these issues and identifies how they are dealt with, whilst considering how they influence the Council's 2023/24 budget and medium-term projections.

Risk

- 6.2 The Council maintains a corporate risk register, which is regularly reviewed by the Corporate Management Team and Cabinet, as well as the Governance & Audit Committee from a procedural / risk management framework viewpoint. The Council's budget strategy and MTFP framework needs to reflect risks and incorporate appropriate financial mitigation, where required.
- 6.3 The quarter 2 corporate risk register reported to December Cabinet identified 16 risks that are considered to have a significant impact on the achievement of the Council's objectives and legal obligations. Overall, 8 of these risks are severe and in many cases link the issues set out within the economic context and earlier sections of this report. In some cases, it is increasingly difficult for the Council to effectively prepare and quantify the financial impact of some of these risks until outcomes are known. There are several risks identified in the risk register that to fully mitigate would be unaffordable. In these cases, the risk is identified, and the Council needs to consider and assess how best to mitigate and continue lobbying WG to provide more funding in these areas, as these risks are not unique to Newport. These areas do, however, continue to be

monitored closely to ensure that where information is available these risks are considered and where appropriate factored into the Council's financial planning.

- 6.4 Three current risks with significant uncertainty are (i) stability of social services providers, (ii) pressures on adult services and (iii) pressure on delivery of children services and in the case of challenges facing social care have already been considered earlier in this report.
- 6.5 In the context of the challenging economic climate, whilst there are potential options to manage these risks, the likelihood is that the following areas if mitigation will be required to support the challenges set out above. Appendix 9 sets out the current risks included within the register.
- existing revenue contingency budget;
 - existing revenue budgets not yet committed and could, in whole or part, be set aside to manage revenue budget risks in the short term;
 - specific reserves earmarked for budget risks;
 - investment in revenue budgets to mitigate risks on an on-going basis.
- 6.6 The HoF is required to independently assess and report on the adequacy of the budget (and council tax level as an integral part of this) and reserves in the context of the financial issues and risks facing the Council. The assessment of the risks mentioned here and how we plan and utilise the above options are key to this.

Financial Resilience

- 6.7 A robust view is taken in managing budget risks and protecting the financial health of the Council. In that respect, the Council's financial resilience is a key consideration and Appendix 6 shows the current 'snapshot' of the key data and information showing an overview of the health of the Council currently. Key headlines include:
- *Earmarked Reserves:* Although the Council's reserves have increased in recent years, nearly all of these are earmarked for specific purposes. However, as a last resort they do provide some mitigation but use of them means that the original purpose would be affected and/or would result in a budget pressure to build those reserves up again, as well as delaying the identification of recurring mitigation for the identified budget gap.
 - *Revenue Contingency budget – General Reserves:* The contingency base budget and other specific risk reserves held by the Council are taken into consideration when assessing the level of the general reserve and help to mitigate the risk to the Council. The general reserve is increasingly becoming too low, as the Council's net budget increases each year but can be maintained at that level at this point due to the overall level of reserves which, in the last resort, provide more than adequate financial mitigation, albeit with resulting impacts as noted above.
 - *School budgets- Reserves:* Although the position in relation to school reserves has improved over the last couple of years, this is likely to be a temporary improvement due to significant one-off grants being awarded at the end of last financial year. The forecast net spend against school budgets this year will see reserve balances reduce to £10,141k the end of this financial year, though this could change in the last quarter as so often is the case with new grants received.
 - *Current budget savings-managing the revenue budget – demands on the revenue budget:* The Council has identified and continues to monitor budget reductions of £800k in 2022/23 and whilst understandable delays in delivery is evident, HoS have confirmed they can and will be implemented. This is alongside delivering outturns within and under budget over recent years, despite the delivery of £25m savings over the last 5 years. This needs to be viewed within the context of continued significant demands which are faced by service areas, namely children's social care and schools, which have been highlighted throughout the year as part of the budget monitoring process.

The Council is developing a strategic transformation programme and has its 'transformation plan fund' (previously invest to save) reserve to fund the one-off cost of change. The programme is integral to developing ongoing financial sustainability whilst also ensuring key services can be delivered.

7 Report review and statutory comments

7.1 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?
Planning parameters around inflation are incorrect	H	H	<ol style="list-style-type: none"> 1 Use of contingency, where required 2 Use of reserves, where appropriate 	Head of Finance Exec Board
Planning parameters around Welsh Government revenue grant are incorrect over medium term	H	M	<ol style="list-style-type: none"> 1. Use of contingency, where required 2. Keep the assumptions under constant review 3. Use of conservative assumptions 	Head of Finance
Increasing budget pressures over medium term	H	M	<ol style="list-style-type: none"> 1. Manage demand, where possible 2. Keep MTFP under constant review 3. Exec Board review all budget pressures within MTFP 	Exec Board

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The overall aim of the budget and MTFP is to ensure resource allocation is based on priorities, supports the delivery of the Council's soon to be developed change programme, saving proposals and protects the financial health of the Council.

Options Available and considered

There are few options available as the Council is required to consult on its budget where decisions do not fall under delegated authority and therefore needs to agree the basis of its consultation.

Preferred Option and Why

To consult on the new medium-term package of investments and savings to ensure a sustainable offering deliverable over the medium term.

Comments of Chief Financial Officer

The budget report is seeking Cabinet approval to begin consultation on a range of budget savings, with final decisions on these to be made in the February meeting, and to approve others for immediate implementation by Heads of Service. The totality of savings is very significant and are required because of the challenges which all parts of the economy, including public services, are under, both in scale and speed. The scale of the challenges is explained in detail within the report.

As the report confirms, there is no budget saving attributable to schools budget at this time of writing and will be announced at the meeting, when the draft settlement is known. There is a prospect of further funding compared to what is included in this report, though can't be confirmed at this time. In assessing

this and the school's position at the meeting, the Cabinet must be cognisant of other pressures and issues, including feedback from the consultation, which this provides flexibility to address.

The current 2023/24 budget proposals included in this report is not 'balanced' with a residual budget gap of nearly £16.1m. The contribution to be potentially made by school's budget is not yet included and this should decrease when included / announced. An un-balanced budget at this stage, whilst not best practice, is in-itself, not an issue, but the Cabinet must agree a balanced budget in their February meeting and any residual budget gap that may exist then would need to utilise reserves to achieve that. In this and other general respects, a number of key considerations is recommended to be borne in mind in moving to a final budget in February, including; the importance of taking a medium-term view, the budget gaps which already exist in 24/25 and beyond, the potential prospect for reducing funding increases in future years, the time limited benefits and the impact of utilising reserves to generally balance the budget, the current relative low Council Tax level in Newport, within the aspiration of the Council's new Corporate Plan and the cost of living challenges. Of particular importance is

Delivering a more medium term, strategic approach to identify budget savings will be more important than ever in the context of the on-going challenges facing Local Government and this Council in particular. The development of the Council's Transformation Plan and associated implementation plans is key to this though it will need to be augmented by other approaches and plan to help ensure we deliver essential local services which are financially sustainable.

The Welsh Government will announce Councils 'Aggregate External Finance' on the 14th December and there is the real prospect, but no certainty at time of writing, of additional funding to that assumed at this stage given the increased funding received by the Welsh Government. If this was to happen, it will allow choices as the budgets moves to its final stage in February, given a 1% change is c£2.6m.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report at this stage. Cabinet is being asked to approve the draft savings proposals and council tax rate set out in the Report in order to deliver a balanced budget for 23/24 and as the basis for public consultation, where the relevant business cases will have an impact on service delivery and are not operational matters delegated to Heads of Service. Cabinet will then take the final decisions on those business cases in the light of the responses to the public consultation, prior to full Council approval of the annual revenue budget and council tax rate for 23/24. Relevant business cases have been the subject of fairness and equality impact assessments to ensure that the Council has regard to its public sector equality duties under the Equality Act and is acting fairly in terms of the impact of the proposed changes on service delivery. In addition, where specific proposals require more focussed consultation with staff and key stakeholders, this will be carried out prior to the implementation of any proposed changes. The setting of the overall base budget and council tax rate for 23/24 is a matter for full Council as these are non-executive reserved matters under the Constitution.

Comments of Head of People, Policy and Transformation

This report describes the challenging financial position facing the council, its residents, staff, and businesses. The financial position for 2023/24 reflects the increasingly challenging situation in the medium term which is expected to impact on service delivery and meeting our public sector duties. Officers across service areas are working closely to support actions to enable a balanced budget across the council.

Public consultation will take place on the proposals as outlined in the report. Any direct impact on Council staff will require formal consultation with those staff impacted and the relevant recognised Trade Unions Officers. The Human Resources team are supporting senior officers and staff members during this period and will continue to do so during consultation period. Minimising the impact on staff will be a priority, however the scale of budget challenge will likely mean that the Council does have to make redundancies. Feedback from consultation, both public and staff, will be included in the report to Cabinet in February and decision making around proposals will consider relevant feedback.

The Fairness and Equalities Assessments undertaken will be amended following consultation with due consideration for ensuring we meet our public sector equality duties with all decisions.

Scrutiny Committees

The constitution requires that Scrutiny Committees be consulted on Cabinet's draft budget proposals.

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

Long term - The medium term approach that is in place for financial planning within the Council is intended to bridge the gap between longer-term strategic aspirations and sustainable development concerns with the more immediate pressures of setting a balanced budget each year.

Prevention – Taken as a whole the proposed investments are geared towards sustaining preventative type services and focussing on some of the most vulnerable groups which should have the greatest impact over the longer term and will help to prevent negative outcomes getting worse.

Integration – The budget and medium term financial plan has the overall aim of balancing resource allocation across services to support the range of strategic priorities and the delivery of the Council's change programme whilst ensuring financial sustainability.

Involvement – The budget is informed by insight gained from public engagement work, including previous budget consultations. Pre-budget public engagement on the relative prioritisation of Council services has informed the proposed budget investments. Newport Fairness Commission along with other stakeholders will be engaged as part of the consultation.

Collaboration – Whilst the budget and medium term financial plan is a Council owned document it recognises that services are increasingly delivered in a collaborative public sector landscape with a greater emphasis on regional working e.g. through Corporate Joint Committees, Gwent-wide and South East Wales based partnerships.

Consultation

Details included within body of the report

Background Papers

October Revenue Budget Monitor
2022/23 Budget and Medium Term Financial Plan (MTFP)

Dated: 8 December 2022

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APPENDIX 1 – Budget Investments

New Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
SOCIAL SERVICES					
Children Services	Other	Children Looked After - Additional support as a result of the international crisis and emerging impact of COVID on wellbeing. Increased translation costs , transport costs and professional fees. This is a conservative estimate based on the rising cost of living and fuel.	180	0	0
Children Services	Demand - Social Care	Supported Accommodation age 16 -18 rising demand. Working with social housing to provide new accommodation opening in January 2023 @ £925 per week. As well as accommodating increased demand, this will be less expensive than current accommodation used. The pressure has therefore been partially mitigated by corresponding savings in the Leaving Care budget.	198	0	0
Children Services	Demand - Social Care	Increased number of children being placed into emergency accommodation due to a lack of provision, this will be exacerbated by the eliminate profit legislation. This pressure will enable the use of 2 fully staffed NCC owned annex's providing 4 placements and will avoid the use of unregulated, more expensive placements.	1,360	0	0
Children Services	Policy change	Change in funding structure for projects established under the Regional Integrated Care Fund. Funding will reduce by £368k in 25/26.	0	0	368
Preventions & Inclusion	Other	Aspire Project - potential funding gap between Education and Social Services joint arrangements.	TBC	0	0
Adult Services	Other	Full fibre technology to provide telecare to the 3 in-house residential care homes. A successful bid was made to Welsh Government's Local Broadband Fund for the investment but there will be on-going revenue costs of £29k from 25/26.	0	0	29
Adult Services	Other	Older People Residential Care Fee uplifts - Fee increases above inflationary pressure provided in 22/23, exacerbated by the fee increases awarded by neighbouring authorities. This is a conservative estimate of the pressure as there is a rising cost of utilities, food etc.	174	0	0
Adult Services	Demand - Social Care	Short Breaks Loss of unpaid carers grant as well as an increased demand for short breaks which enables older people to live in their own homes for longer.	182	0	0
Adult Services	Demand - Social Care	Residential Placements Demand Increase - Based on the July monitoring overspend less forecast overachievement on income	515	0	0

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
SOCIAL SERVICES					
Adult Services	Other	Non Residential Fee Increases LD Providers - Cost of living pressures. Retendering exercise has resulted in significant additional costs from providers due to the rising inflation and cost of living	558	0	0
Adult Services	Demand - Social Care	Direct Payments - In order to incentivise the take up of direct payments and to encourage new entrants to the social care workforce there is a need to offer a further uplift to the Direct Payment rate. This will also incentivise current staff to remain in post. The pressure request is to increase the hourly rate paid to £11.50 per hour which would be the second highest across the region. NCC currently pays the lowest at £10.37 per hour	113	0	0
Adult Services	Policy change	Change in funding structure for projects established under the regional Integrated Care Fund. Funding will reduce by £122k in 25/26, no further reduction in 26/27, further £589k reduction in 27/28.	0	0	122
ENVIRONMENT & SUSTAINABILITY					
Housing & Communities	Demand - Other	Homelessness costs - Costs this year are in the region of £2.2m - £2.5m and are anticipated to decrease over time to £2m. There remains a degree of uncertainty as to what proportion of these costs are temporary or permanent so will continue to be closely monitored. RG Update - HB element approx. £2.75m, residual shortfall in Homelessness circa £750k	3,500	0	0
Housing & Communities	Other	Adult Community Learning - WG drive to increase service provision	40	0	0
Infrastructure	Other	Highways materials - above inflation price rises in materials being experienced across the market	17	0	0
Environment & Public Protection	Other	Fixed Penalty Notice (FPN) and Environmental Licence Income - the community safety warden service over a number of years has reduced operating hours and coverage by area resulting in a reduction in FPNs issued and subsequent income collected. Environmental licence fees have been reduced by DEFRA which has impacted on the income levels generated.	47	0	0
TRANSFORMATION & CORPORATE					
People, Policy & Transformation	Other	Community Safety Network - a reserve was established a number of years ago to meet the ongoing costs associated with the Community Safety Network that provides CCTV for the city. The reserve will be fully depleted in 23/24 but the annual contract of £128k will remain. There is potential to reduce contract value dependant on review of need.	86	42	0
People, Policy & Transformation	Other	Occupational Health Contract - renewal of contract	60	0	0

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
TRANSFORMATION & CORPORATE					
People, Policy & Transformation	Other	Salary Sacrifice - a salary sacrifice scheme and income target was introduced following the implementation of Total Reward in 2018, the income target has never been fully met.	30	0	0
People, Policy & Transformation	Other	Welsh Language Translation - a reserve is in place for Welsh language costs which has funded a range of activities to increase the use of the Welsh language in Newport City Council and across the city. Based on current projections this reserve will have been utilised fully by March 2024. The budget for Welsh language translation costs has remained at the same level for a number of years and our continued work to develop the use of the Welsh language, increased service area need, and the introduction of the Welsh language skills policy will result in a budget pressure from 24/25 onwards.	0	40	0
Law & Standards	Pricing	Insurance Premium - renegotiation of contract price based on 30% increase in other local authorities	214	0	0
Finance	Other	My Council Services (MCS) Operational Support Team & Project Team - The Operational Support Team is an integral part of the Council's Contact centre operation and also includes an unfunded project team who initially implemented the Councils 'My Council Services (MCS)' system' and continued to roll it out further to services since then. MCS is a business-critical tool; key to several services across the council, supporting our digital strategy with over 260 online forms, a Customer Portal and Newport App. There is no base budget to fund the MCS project team and underspends/reserves which have funded it to date are now depleted.	82	0	0
Finance	Other	Creation of a combined Revenues & Benefits Service - restructure of existing teams to strengthen management posts and align officers on equivalent grades	90	0	0
CHIEF EXECUTIVE					
Education (Schools)	Demand - New Schools	New East Glan Llyn Primary School - This school will be the second to be established on the Glan Llyn development, and is being provided by the developer through the S106 agreement. The school will be a 2 FE school, with a nursery and 2 10-place learning resource base (LRB) classes on site.	0	0	TBC
Education (Schools)	Demand - New Schools	New East Glan Llyn Primary School - Head Teacher (HT) required in post from May 2025 and School Support Officer (SSO) and Caretaker required in post from June 2025 in advance of official opening to support new school requirements.	0	0	TBC

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
CHIEF EXECUTIVE					
Education (Schools)	Demand - Other	<p>ALN Funding to Schools:</p> <p>Part 1: ALN funding for the development of universal, targeted provision and specific provision has not been increased to Schools in line with inflation. Previously this element would have been linked to a lump sum amount and the number of School Action Plus pupils in their School. Primarily the funding Schools receive is used to employ Teaching Assistants to run a variety of universal, targeted and specific interventions however this funding has not increased to match the increased costs of staffing. This means that current funding is not allowing schools to meet the needs of its ALN learners</p> <p>Part 2: There continues to be a lack of provision available in secondary schools to meet the needs of those pupils who are due to leave a primary Learning Resource Base (LRB). Placing a secondary LRB into each of the nine 11-18 schools is not a desirable or an affordable model for the future. However a transitional provision is required to support more complex ALN needs and to prevent exclusions and the requirement of Out of County places.</p>	0	TBC	TBC
Education	Demand - Other	<p>ALN Transformation and core staffing</p> <p>Potential pressure as staff critical to LA statutory requirements under new ALN Act are currently funded by a 3 year grant from WG and should this not be extended at the end of that period there will be a pressure on Education budgets to retain these posts.</p>	0	TBC	TBC
Education (Schools)	Other	Teachers pension - Estimated 1% pa increase over the next three years from 2023/24. This assumes that pension rates will increase to 26.68% by 2025/26 however the outcome of the pension valuation is yet to be confirmed	566	566	566
Education (Schools)	Other	Teachers pay - Additional 1% provision set aside for teachers pay award increasing total provision to 3.5%	600	0	0
Regeneration & Economic Development	Other	Management post in Place - shortfall in budget against the newly created Culture Manager due to Evaluation Panel awarding a higher grade than anticipated	5	0	0
Regeneration & Economic Development	Other	Medieval Ship - cessation of WG grant to support the maintenance of the ship has led to budget pressure.	20	0	0

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
NON-SERVICE					
Non-Service	Other	Housing Benefit technical overpayments	600	0	0
Non-Service	Other	NNDR Revaluations - Revaluation of NNDR properties. Draft values will likely be known in December	TBC	TBC	0
Non-Service	Pricing	NJC pay award - 4% provision was allowed within the 22/23 budget. When applying the 22/23 proposed pay award to the current structure this works out on average as 6.4% increase before any assumed pay award in 23/24. This pressure represents the budget uplift in 22/23 for the proposed pay award before any future awards	3558	122	126
Non-Service	Pricing	Pension Deficit - Estimated 2.6% increase over the next 4 years from 2024/25. This assumes that employer contributions will increase to 24.8% by the end of the 4 year period. If the funding available to the council improves during this time would look to bring forward/ accelerate the increase.	0	537	537
NEW BUDGET INVESTMENTS TOTAL			12,795	1,307	1,748

APPENDIX 1 – Budget Investments

Agreed/ Revised Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
SOCIAL SERVICES					
Children Services	Policy Change	Child Looked After (CLA) Education Support - Statutory duty - new requirement from September 2021 as WG require additional educational support to be provided to CLA. Investment to support 1 co-ordinator, a part time teaching assistant and part time admin posts.	32	0	0
Children Services	Demand - Social Care	When I'm ready - Supports the requirement to support care leavers up to the age of 25. Numbers are increasing due to children being encouraged to use the service. The pressure represents an additional 10 per year from 24/25.	0	105	105
Children Services	Other	South East Wales Adoption Services (SEWAS) - the basis of the contribution to the regional service has been reviewed. Regional Heads of Service agreed that this should follow RSG formula basis, therefore requiring additional investment from Newport each year. Whilst this will be implemented in 22/23 the first year will be funded via a specific reserve.	87	0	0
Children Services	Other	Early intervention and prevention - to create additional capacity within the safeguarding hub to support families in crisis and ultimately reduce the severity of situations increasing	43	0	0
Adult Services	Demand - Social Care	Increased demand on Adult Learning Disability Budgets - Learning disability (LD) children turning 18 and LD clients who were previously looked after by relatives but now are unable to look after them.	960	346	0
ENVIRONMENT & SUSTAINABILITY					
Environment & Public Protection	Other	Climate change - Investment in EV/ energy/ fleet decarbonisation	44	0	0
Housing & Communities	Other	Homelessness officer	11	0	0
Environment & Public Protection	Investment	New Household Waste Recycling Centre (HWRC) - The opening of a second HWRC supports the corporate plan and the waste strategy.	0	0	300
Environment & Public Protection	Other	Sustainable Waste Management Grant - based on estimated reduction in grant funding across Wales. The impact on NCC is yet to be confirmed so could be subject to change	50	50	0

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
ENVIRONMENT & SUSTAINABILITY					
Environment & Public Protection	Other	Closure of asbestos cell - The cell has closed therefore resulting in loss of income. There is likely to be a small reduction in cost which has the potential to reduce the required investment.	139	0	0
Environment & Public Protection	Other	Cemeteries - 4 x cemetery liaison officers	35	0	0
Infrastructure	Other	Highways - Asst structural engineer, highways planning and H&S officer	35	0	0
Environment & Public Protection	Other	Cleansing - increased provision in the city centre	50	0	0
Environment & Public Protection	Other	Parks/ play areas - maintenance and replacement of equipment	150	0	0
Environment & Public Protection	Other	Additional Environmental Health officer	11	0	0
TRANSFORMATION & CORPORATE					
People, Policy & Transformation	Pricing	Norse JV - Increased contract payment as a result of assumed uplift each year.	89	92	0
People, Policy & Transformation	Pricing	Shared Resource Service (SRS) - Increased contract payment as a result of assumed pay award	35	35	0
People, Policy & Transformation	Other	Health & safety posts	81	0	0
Law & Standards	Other	Electoral reform	10	0	0
Finance	Other	Accountancy	15	0	0

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
CHIEF EXECUTIVE					
Education	Demand - Other	SEN Out of County (OOC) pupil demand - Demand increasing at 15 pupils per year based on trend data at an average cost for 22/23 of £35k and a conversion rate of 75% for pupils moving to out of county provision. Pressure reduced by increases in provision in secondary sector and special sector as increased capacity should avoid OOC costs	0	0	11
Education	Demand - Other	Gwent Music - An ongoing review of the service will bring about a requirement to change in line with the WG's national plan for music. A national framework will be established and provide recommendations as to how the music service is organised.	0	290	0
Education	Demand - Other	New Llanwern Village Primary - School to open September 2024. Head Teacher (HT) required in post from May 2024 and School Support Officer (SSO) and Caretaker required in post from June 2024 in advance of official opening to support new school requirements.	0	46	0
Education	Other	Early intervention and protection - additional resource to provide a proactive approach into assessing and supporting vulnerable pupils	45	0	0
Education (Schools)	Demand - New Schools	Secondary School Transitions (net change) - In line with pupil projections as reviewed by Planning of School Places group and 2022/23 average pupil funding for secondary school pupils. This equates to an increase of 170 FTE from 22/23 to 23/24, 14 FTE from 23/24 to 24/25 and 34 FTE from 24/25 to 25/26.	632	52	126
Education (Schools)	Demand - New Schools	Primary School Transitions (net change) - In line with pupil projections as reviewed by Planning of School Places group and 2022/23 average pupil funding for primary school pupils. This equates to a reduction of 77 FTE from 22/23 to 23/24, 63 FTE from 23/24 to 24/25 and 86 from 24/25 to 25/26.	-215	-176	-240

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
CHIEF EXECUTIVE					
Education (Schools)	Demand - New Schools	<p>New Llanwern (Village) Primary Schools - This school will be established on the housing development at Llanwern Village, and is being funded as part of S106 agreements. The school will be a 1.5 FE school, with a nursery and 10 place learning resource base (LRB) unit on site. The MTFP assumes that the school will open in September 2024 as a growing school with a small number of pupils in each year group with the intention of these growing each year.</p> <p>Year 1 N = 20 FTE R = 30 Y1-6 = 15 pupils LRB = 10 pupils</p> <p>Y2 N = 20 R-Y6 = 30 LRB = 10</p> <p>Y3 N = 20 R-Y6 = 45 LRB = 10</p>	0	542	528
Education (Schools)	Demand - New Schools	<p>New West Glan Llyn Primary School: This school was established on the housing development at St Modwen's, and was built by the developer as part of S106 agreements. The school is a 2 form entry school, with a nursery and 20 place learning resource base (LRB) unit on site. The school opened in September 2019 as a growing school with a small number of pupils in every year group with these growing each year and will be fully grown by September 2022.</p>	98	0	0
Education (Schools)	Demand - New Schools	<p>New Primary School - Whiteheads: This school will be established on the housing development at the Whiteheads site, and is being built by the developer as part of S106 agreements. The school will allow for the move and expansion of Pillgwenlly Primary school to expand from 2 form entry (FE) to 3FE from April 2024.</p>	0	229	104
Education (Schools)	Demand - New Schools	<p>Welsh medium primary school: The school will be a 2 form entry, with a nursery on site. The school opened in September 2021 as a seedling school, with a capacity of 444 with a nursery and reception class in the first year and a further year group added every year until it reaches capacity. A 10 place learning resource base will open in the school in September 2024 and is anticipated to be full upon opening.</p>	40	191	205

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
CHIEF EXECUTIVE					
Education (Schools)	Demand - New Schools	Expansion of Tredegar Park Primary - increase admissions to 75 from 60 on a year by year basis starting with reception, initially planned from September 2021 but due to delays now from September 2024.	0	0	32
Education (Schools)	Demand - New Schools	Ysgol Bryn Derw Satellite Provision - (Kimberley site) Funding based on Category 2 Special school place led funding. To open a total of 28 places over the foundation phase - 8 places Y1 then 10 places per year group for reception, year 1 and year 2.	230	96	0
Education (Schools)	Demand - New Schools	Ysgol Bryn Derw Satellite Provision - (Lodge Infants site) Funding based on Category 2 special school place led funding. To open a total of 48 places for Key Stage 2 provision, 12 places per year group for years 3 to 6. Opening to year 3 pupils in September 2024.	0	187	290
Education (Schools)	Demand - New Schools	Llanwern ASD Base Opening Sept 23 as a 20 place provision Growing at 4 per year from Sept 23	0	88	87
Education (Schools)	Demand - New Schools	Maesglas Primary Expansion - Maesglas Primary school to increase published admission number (PAN) from 38 to 45 pupils, growing from reception in September 2024.	0	12	32
Education (Schools)	Demand - Other	eFSM - increase in entitlement Continued review required to establish the permanent increase in entitlement. Significant uncertainty remains due to the effect of the pandemic and current cost of living crisis.	0	TBC	TBC
Regeneration & Economic Development	Other	To fund the full year impact of the newly created City centre manager	16	0	0
Regeneration & Economic Development	Other	Destination management - place marketing	14	0	0
Regeneration & Economic Development	Other	Tourism - promotion of the city	13	0	0

APPENDIX 1 – Budget Investments

Service Group	Category	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
NON SERVICE					
Non-Service	Capital Financing - other	Capital Programme - To fund the capital financing costs of the current (in principle) capital programme. Investment required to meet the promises set out in the Corporate Plan	0	208	0
AGREED/ REVISED BUDGET INVESTMENTS TOTAL			2,750	2,393	1,580
BUDGET INVESTMENT TOTAL			15,545	3,700	3,328

Pressures Summarised:

Pressures by Type	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
New budget pressures	12,795	1,307	1,748
Previously agreed/ revised budget pressures	2,750	2,393	1,580
New and previously agreed/ revised pressures	15,545	3,700	3,328
Inflationary pressures (Inc increments)	29,717	21,934	19,912
TOTAL BUDGET PRESSURES	45,262	25,634	23,240

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APPENDIX 2 – New Budget Savings for Consultation

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
SOCIAL SERVICES					
Children Services	CS2324/02	A change in the funding arrangements for the Strategic Partnership with Barnardo's Cymru	462	0	0
Children Services	CS2324/03	Restructure of the Family Time Supervised Contact Offer (CWTCH Centre)	278	0	0
Children Services	CS2324/04	Oaklands and Short Break Provision re-modelling	485	0	0
Children Services	CS2324/05	Staffing across Children's Services	435	0	0
Adult Services	AS2324/01	Adult contracts: commissioned services	286	0	0
Adult Services	AS2324/02	Eligible care and support needs	468	0	0
Adult Services	AS2324/03	Provision of services to support residents with a learning disability	308	0	0

APPENDIX 2 – New Budget Savings for Consultation

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
SOCIAL SERVICES					
Adult Services	AS2324/04	Short breaks service for older adults (formerly known as day opportunities)	613	0	0
Adult Services	AS2324/05	Restructuring of Adult Social Care with changes to staffing	419	0	0
ENVIRONMENT & SUSTAINABILITY					
Housing & Communities	HC2324/01	Library and Adult Community Learning Services	110	15	0
Housing & Communities	HC2324/02	Reduce financial support to the Shop Mobility scheme in 2023-24	7	0	0
Environment & Public Protection	EPP2324/02	Community Safety Warden Service Restructure	169	0	0
Environment & Public Protection	EPP2324/04	Increased fees and charges within Environment and Leisure Services	71	0	0
Environment & Public Protection	EPP2324/05	Introduce parking charges to four park and countryside car parks	50	0	0

APPENDIX 2 – New Budget Savings for Consultation

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
ENVIRONMENT & SUSTAINABILITY					
Environment & Public Protection	EPP2324/06	Household Waste Recycling Centre - Charging for non household waste	62	0	0
Environment & Public Protection	EPP2324/08	Charge for replacement (residual waste) bins	40	0	0
Environment & Public Protection	EPP2324/09	Domestic Residual and Garden Waste Collection – 3 Weekly Collections	160	160	0
Infrastructure	INF2324/02	Changes to Operational Practice and Procedures	180	0	0
Infrastructure	INF2324/04	Streetlighting Switch off 00:00 to 06:00 (excluding safety critical sites) and Reduction in Maintenance	300	70	0
Infrastructure	INF2324/05	Fees and Charges – Fees increased by 10% rather than the standard 4%	40	0	0
TRANSFORMATION & CORPORATE					
Law & Standards	LS2324/03	Reduce Staffing levels in the Registration Service	54	0	0

APPENDIX 2 – New Budget Savings for Consultation

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
TRANSFORMATION & CORPORATE					
Finance	FIN2324/01	Reducing opening times in Customer Services with move to more self-service	53	0	0
Finance	FIN2324/02	Switching off phone and face to face channels for some transactions	97	0	0
CHIEF EXECUTIVE					
Education (non Schools)	EDU2324/04	To Reduce Local Authorities (LA) Core Contributions to the Educational Achievement Service (Regional School Improvement Service)	158	0	0
Education (non Schools)	EDU2324/05	Educational Psychology Savings Proposal	60	0	0
Education (non Schools)	EDU2324/07	10% Reduction in Core Contributions to SenCom Regional Services (Sensory & Communication Support Services)	67	0	0
Regeneration & Economic Development	RED2324/01	Newport Live Management Fee	217	TBC	TBC
NEW BUDGET SAVINGS FOR CONSULTATION			5,649	245	0

APPENDIX 2 – New Budget Savings for Consultation

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
Funding	n/a	Increase council tax increase from 4% base assumption by 5.5% to 9.5%	3,584	0	0

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APPENDIX 3 – New Budget Savings Implemented Under Delegated Authority

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
SOCIAL SERVICES					
Children Services	CS2324/01	Miscellaneous budget savings	25	0	0
Prevention & Inclusion	PI2324/01	Review of Prevention and inclusion Service	92	0	0
ENVIRONMENT & SUSTAINABILITY					
Housing & Communities	HC2324/03	Increasing housing related support, move on opportunities and the effectiveness of housing management in Temporary Accommodation	296	0	0
Environment & Public Protection	EPP2324/01	Cemeteries team restructure	61	0	0
Environment & Public Protection	EPP2324/03	Increased income in Trading Standards	48	0	0
Environment & Public Protection	EPP2324/07	Changes to recycling containers	45	0	0
Infrastructure	INF2324/01	Repurposing of Usk Way Plaza Fountains and Water Feature	40	0	0
Infrastructure	INF2324/03	Withdrawal of Reen / Watercourse Maintenance and Rural Hedge Cutting	30	0	0

APPENDIX 3 – New Budget Savings Implemented Under Delegated Authority

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
TRANSFORMATION & CORPORATE					
Law & Standards	LS2324/01	Reorganisation of Corporate Administration and Legal support	97	0	0
Law & Standards	LS2324/02	Democratic Services	37	0	0
People, Policy & Transformation	PPT2324/01	Digital Contracts Review and Service Re-design	288	0	0
People, Policy & Transformation	PPT2324/02	IT Service Contract Reduction	290	0	0
People, Policy & Transformation	PPT2324/03	Laptop Refresh Cycle Extension	20	0	0
People, Policy & Transformation	PPT2324/04	Reduce Grants and Contracts - Newport Live Discretionary Grant and Newport Youth Council Support Contract	18	10	0
People, Policy & Transformation	PPT2324/05	Remodel Policy and Partnership Structure and Welsh Language Arrangements	62	0	0
People, Policy & Transformation	PPT2324/06	Newport Norse JV rebate increase	238	0	0
People, Policy & Transformation	PPT2324/07	Budget Saving on the Entry Points Scheme, Graduate Scheme and Organisational Development	144	0	0

APPENDIX 3 – New Budget Savings Implemented Under Delegated Authority

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
TRANSFORMATION & CORPORATE					
People, Policy & Transformation	PPT2324/08	Budget saving through HR restructure	30	24	0
People, Policy & Transformation	PPT2324/09	Improved Asset Management and Income Generation	142	0	0
People, Policy & Transformation	PPT2324/10	Business Improvement / Transformation Restructure	61	0	0
People, Policy & Transformation	PPT2324/11	Reductions in Chief Executive and Leadership support budgets	21	0	0
Finance	FIN2324/03	Internal Audit (IA) – to remove 1 x Audit Manager from the IA team structure	61	0	0
Finance	FIN2324/04	Reduction in non-staffing expenditure budgets, increase in income targets and deletion of a vacant post within Accountancy	55	5	0
Finance	FIN2324/05	Reduction in Revenue Budget Monitoring Process	119	0	0
Finance	FIN2324/06	Budget Saving Revenues and Benefits	23	0	0

APPENDIX 3 – New Budget Savings Implemented Under Delegated Authority

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
CHIEF EXECUTIVE					
Education (Schools)	NS2324/03	National Insurance increase reversed - the 1.25 percentage point rise in National Insurance will be reversed from November 2022 (£717k schools and £435k non schools)	717	0	0
Education (non Schools)	EDU2324/01	Reduction to Primary School Meal Budget	576	0	0
Education (non Schools)	EDU2324/02	Proposal to Reduce Redundancy Budget	112	0	0
Education (non Schools)	EDU2324/03	Increase Income Target - Recoupment Budget	250	0	0
Education (non Schools)	EDU2324/06	Inclusion Advisory Savings Proposal	66	0	0
Education (non Schools)	EDU2324/08	To remove core funding from the Early Years Team and replace with external grant funding	38	0	0
Education (non Schools)	EDU2324/09	To increase Newport City Councils management costs for Gwent Ethic Minority Support Services (GEMS)	54	0	0
Education (non Schools)	EDU2324/10	Reduction of Staffing within the Education Planning and Development Team	30	0	0
Education (non Schools)	EDU2324/11	Additional Learning Needs (ALN) Team - Reduction in Staffing Complement	56	0	0

APPENDIX 3 – New Budget Savings Implemented Under Delegated Authority

Service Group	Unique ID	Proposal Title	23/24 (£'000)	24/25 (£'000)	25/26 (£'000)
CHIEF EXECUTIVE					
Regeneration & Economic Development	RED2324/02	Reduction in Empty Properties Direct Action budget and Creation of Reserve	100	0	0
Regeneration & Economic Development	RED2324/03	Planning Performance Agreement Income	20	0	0
Regeneration & Economic Development	RED2324/04	Reduction in Energy Budget: Leisure Estate	616	0	0
NON SERVICE					
Non Service	NS2324/02	National Insurance increase reversed - the 1.25 percentage point rise in National Insurance will be reversed from November 2022	435	0	0
Non Service	NS2324/01	Council Tax Reduction Scheme	500	0	0
NEW BUDGET SAVINGS TOTAL - DELEGATED AUTHORITY			5,912	39	0

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APPENDIX 4 – Demand Models for Social Care

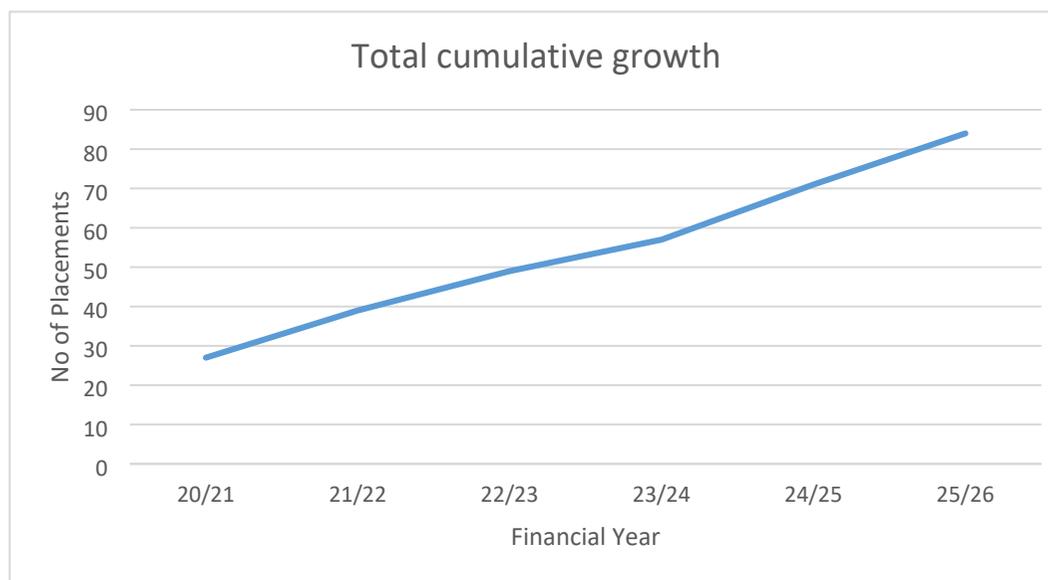
DEMAND MODELLING SOCIAL CARE 23-24

ADULT & COMMUNITY SERVICES

Demand on Adult Community Care budget

This is a very complex area made up of a number of provisions with fluctuating demands and changes of care needs. Modelling is based on current known users and trend analysis. The main impact here is children turning 18 and moving into adult social care and relatively younger adults who have ageing carers that can no longer support them. Modelling for demand statistics are as follows:

	20/21	21/22	22/23	23/24	24/25	25/26	Average annual value per place
Children moving into supported living	4	7	7	3	5	6	£73,840
Direct Payments turning 18	8	4	2	4	8	6	£6,801
Ageing carers	7	1	1	1	1	1	£73,840
Total	27	39	49	57	71	84	



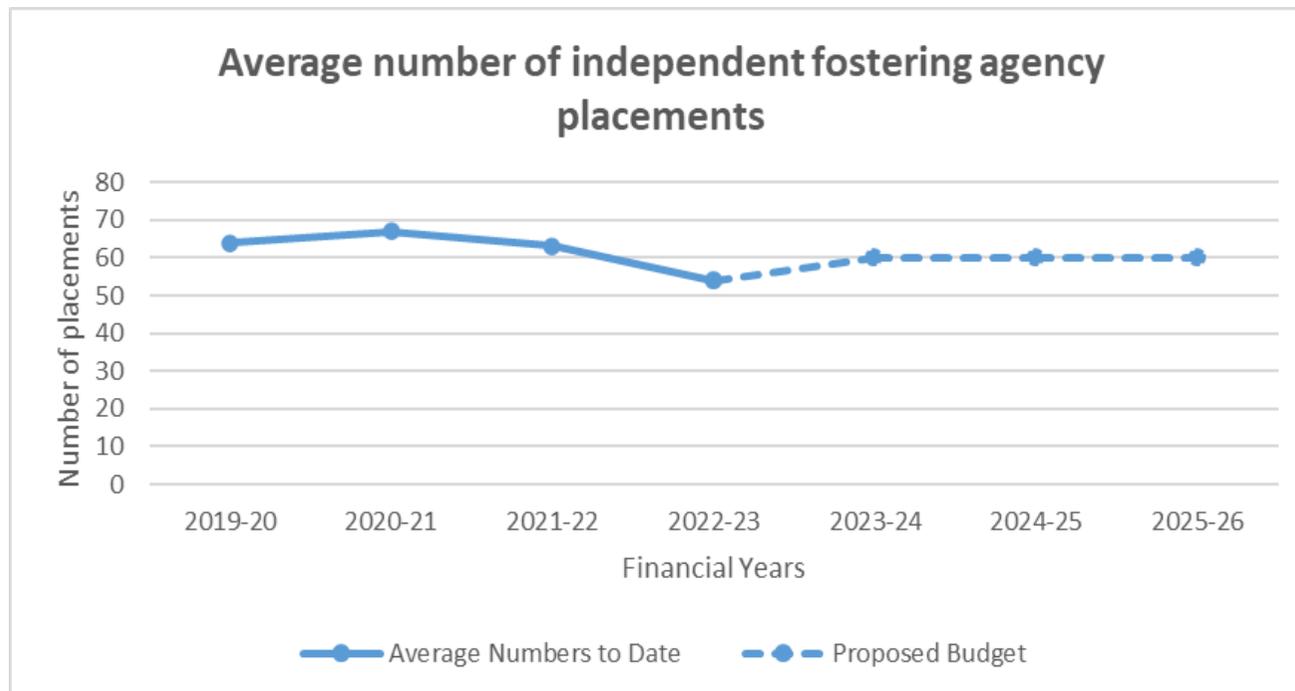
Figures are cumulative

APPENDIX 4 – Demand Models for Social Care

CHILDREN & YOUNGER PEOPLE

Independent Fostering Agency

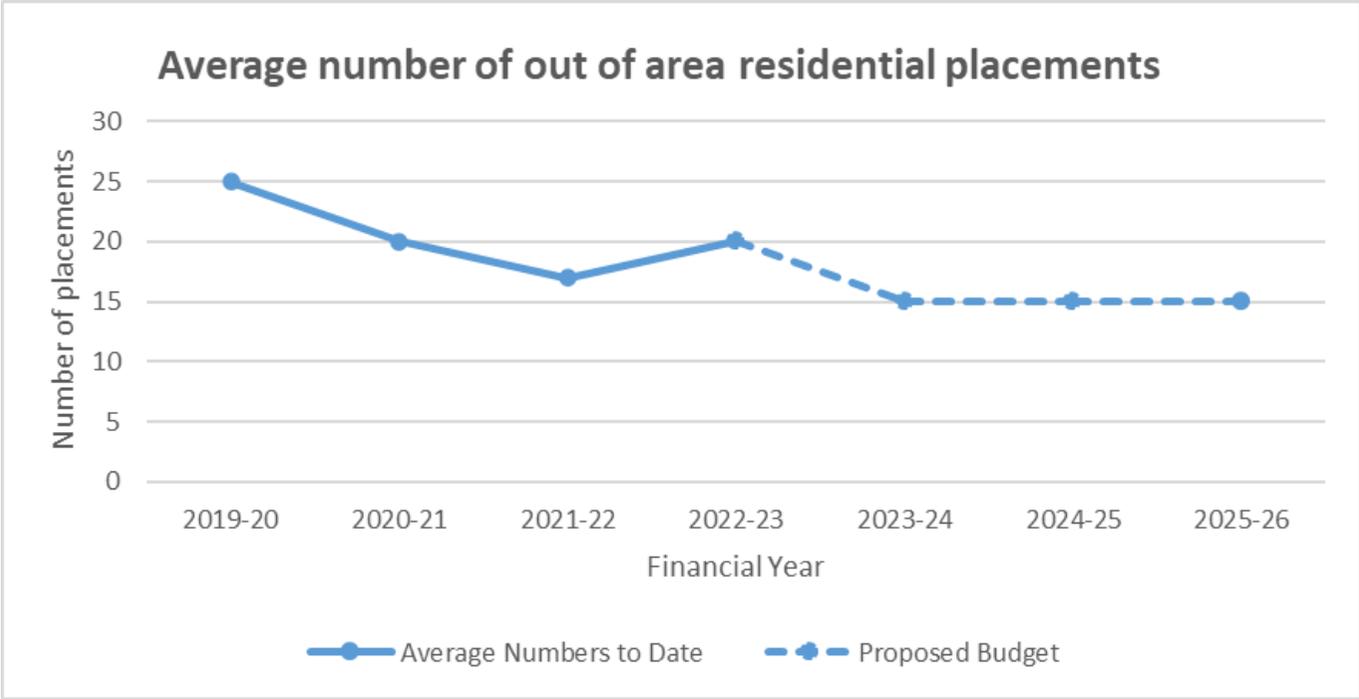
The chart shows the average number of Children in Independent Fostering Agency placements since 2019/20. A budget pressure was awarded for the 2020/21 financial year to rebase the budget at 60 IFA placements going forward. The service ended 2021-22 financial year with 63 placements. The 2022/23 budget can afford 57 placements at an average monthly cost of £648.26 per week. The placements are forecast at 53 by end of March 2023. Most placements (59.62%) are costing between £727 and £900 per week (£37.8k and £46.8k per annum). Over 76.92% of placements are costing more than the average weekly cost the budget can afford. Any potential overspend from this is offset by lower placement numbers.



APPENDIX 4 – Demand Models for Social Care

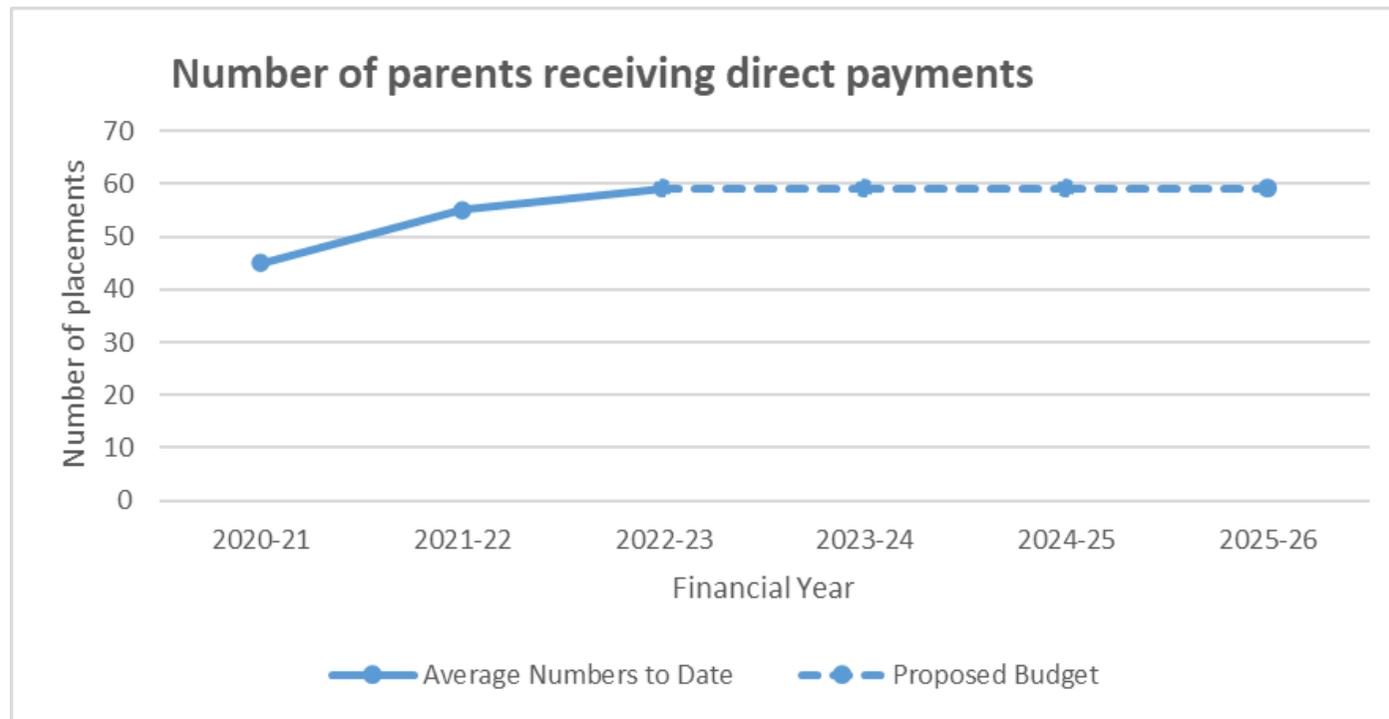
Children’s Out of Area Residential

The chart shows the average number of children in Out of Area Residential placements since 2019/20. The council opened a new children’s home in 2019/20, one in 2020/21 and another in December 2022/23. This has enabled some children in expensive out of authority placements to be accommodated within Newport. In 2019/20 the average number of Out of Area Residential placements was 25, reducing to 20 in 2020/21, and 18 in 2021/22, with the average April to October 2022 being 20 placements. Most placements (26.32%) are costing between £4,601 and £5,800 per week (£239.2k and £301.6k per annum) with 10.53% of placements costing between £6,901 and £8,100 per week (£358.8k and £421.2k per annum). The 2022-23 budget can afford 15 placements at an average weekly cost of £5200 going forward.



Children’s Direct Payments

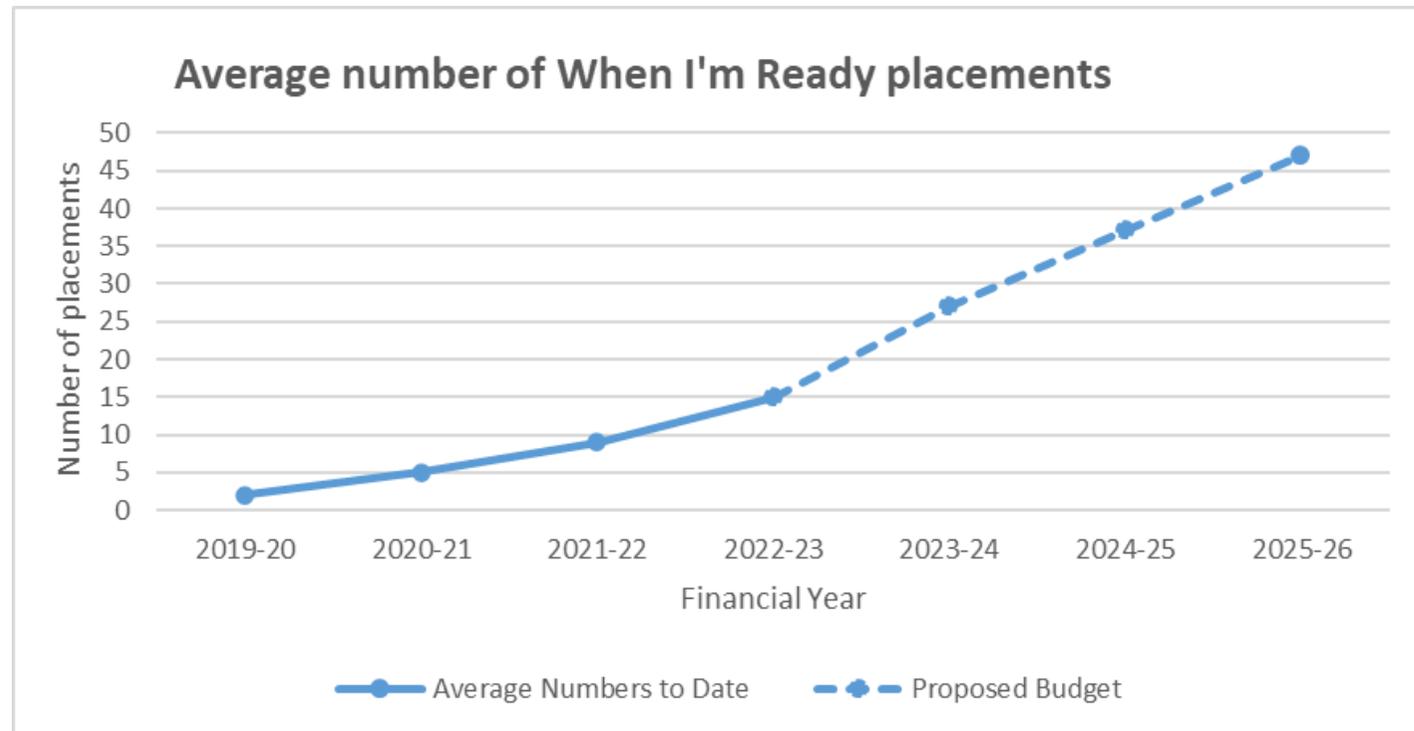
The chart shows the number of parents who receive direct payments for the specific needs of their child in 2022/23. The 2022/23 budget can afford 59 placements per month at an average monthly cost of £397.32. The Service started the 2022/23 financial year with 52 parents receiving direct payments. The total number of payments increased to 55 at the end of October 2022 and is expected placements will increase to 65 by the end of March 22.



APPENDIX 4 – Demand Models for Social Care

When I'm Ready

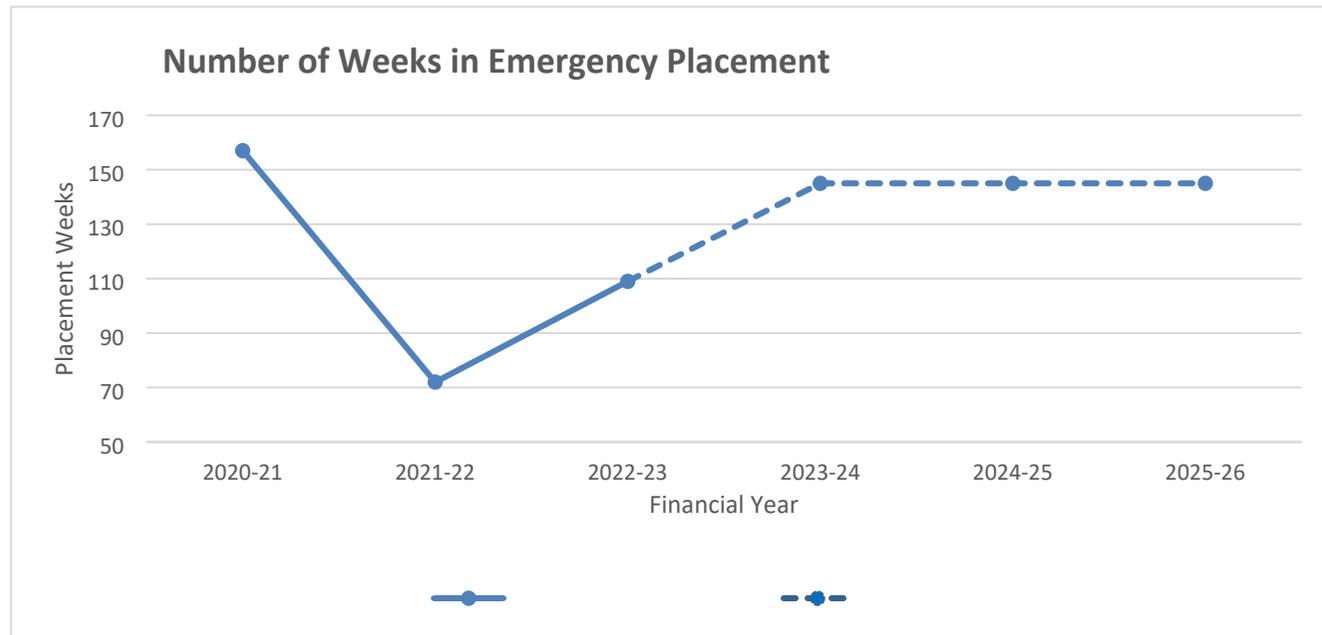
The chart shows the average number of children in When I'm Ready placements since 2019/20. The council is required to support care leavers up to the age of 25. Numbers are now increasing due to children being encouraged to use the service. In 2019/20 the average number of When I'm ready placements was 2, increasing to 5 in 2020/21 and 9 in 2021/22. The council ended the 2021/22 financial year with 12 placements. The 2022/23 budget can afford 27 placements per month at an average monthly cost of £692.86. The number of placements is forecast at 16 for the end of 2022/23 and is due to increase to 27 by the end of 2023/24, with 10 additional places per year in 2024/25 and 2025/26.



APPENDIX 4 – Demand Models for Social Care

Emergency Placements

The chart shows the number of weeks children were in emergency placements since 2020/21. Increasing numbers of children are being placed into emergency accommodation due to a lack of provision, this will be exacerbated by the eliminate profit legislation. A pressure of £1,360k for 2023/24 will enable the use of 2 fully staffed NCC owned annex's providing 4 placements and will avoid the use of unregulated, more expensive placements.



APPENDIX 4 – Fees and Charges for Consultation

SERVICE AREA: Social Services

Income Source	22-23 Charge (exc VAT)	Proposed 23-24 Charge (exc VAT)	Unit of Charge (per hr / day etc)	% Increase				
Other Local Authority Charges								
NCC Residential Homes (£ per week)								
Blaen-y-pant - Residential/Dementia Care	738	943	per week	27.8%				
Parklands - Residential Care	637	807	per week	26.7%				
Spring Gardens - Dementia Care	738	943	per week	27.8%				
External Respite Facilities (£ per week)								
Centrica	1,108	1,263	per week	14.0%				
Day Services (£ per week)								
Short Breaks - sessional rate	50	57	per session (half day)	14.0%				
Short Breaks - hourly rate	16	18	per hour	14.0%				
Children's Residential charge to other LA or Health (£ per week)								
In-house children residential homes	Variable depending on needs of the child							
Newport Residents Charges								
NCC Residential Homes (£ per week – short term stays over 8 weeks and permanent admissions).								
Blaen-y-pant - Residential/Dementia Care	738	943	per week	27.9%				
Parklands - Residential Care	637	807	per week	26.7%				
Spring Gardens - Dementia Care	738	943	per week	27.9%				
<i>Applicable to those who have capital in excess of £50k (capital threshold level set by the WG) or sufficient disposable income.</i>								
NCC Residential Homes (£ per week - short term stays up to 8 weeks duration)								
Blaen-y-pant - Residential & Dementia Care	Charged under non-residential charging policy and capped at £100 per week			0%				
Parklands - Residential Care								
Spring Gardens - Dementia Care								
External Respite Facilities (£ per week – short term stays up to 8 weeks duration)								
Centrica	Charged under non-residential charging policy and capped at £100 per week			0%				
Supported Housing (£ per week)								
Supported Housing for Learning Disability clients								
Day Services (£ per day)								
Day Services/Opportunities – Learning Disability	Charged under non-residential charging policy and capped at £100 per week			0%				
Day Services/Opportunities – Mental Health/Older People								
Spring Gardens Day Opportunities								
Legal and Administration Charges								
Deferred Payment Administration Charge (DPA)	150	158 each		5.0%				
Legal charge	200	210 each		5.0%				
Interest Charges	Variable - Could be applied to property sales							
Residential care - provided by external providers								
<i>Applicable to those who have capital in excess of £50k (capital threshold level set by the WG) or sufficient disposable income.</i>								
Non-residential care - provided by external providers								
Direct payments								
<i>Where services are provided by external providers the charges made are based on actual costs paid to providers (after income assessment has been made)</i>								
Telecare								
Telecare package	Dependent on external provider charge							
Pendant Alarm monitoring basic package	4.00	5.00	per alarm per week	25.0%				
Appointeeships								
Residential/Nursing	31.62	32.88	per month	4.0%				
Supported Living/Community based/Complex	58.00	60.32	per month	4.0%				
Management of Funerals								
		25.00	per hour					
Management of Mobility Cars								
		250.00	per annum					
Deputyships								
Dependent on external provider charge								
Animal welfare/property clearances								
Dependent on external provider charge								
Protection of property								
Dependent on company charge								

SERVICE AREA: Regeneration & Economic Development

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Current Retrospective Charge (applies to Building Control Charges only)	Proposed Retrospective Charge (applies to Building Control Charges only)	Unit of Charge (per hr / day etc.)	% Increase
Building Control Fees						
Single Storey Extensions						
Single storey extension, floor area not exceeding 10m ²						
Full plans charge	325.00	325.00	487.50	487.50	each	0%
Single storey extension, floor area exceeding 10m ² but not exceeding 40m ²						
Full plans charge	404.17	404.17	606.26	606.26	each	0%
Single storey extension, floor area exceeding 40m ² but not exceeding 100m ²						
Full plans charge	570.83	570.83	856.25	856.25	each	0%
Two Storey Extensions						
Two storey extension not exceeding 40m ²						
Building notice charge	466.67	466.67	700.00	700.00	each	0%
Two storey extension, floor area exceeding 40m ² but not exceeding 100m ²						
Full plans charge	570.83	570.83	856.25	856.25	each	0%
Loft Conversions						
Loft conversion that does not include the construction of a dormer	420.83	420.83	631.25	631.25	each	0%
Loft conversion that does include the construction of a dormer	466.67	466.67	700.00	700.00	each	0%
Garages and Carports						
Erection of extension of a non exempt detached domestic garage or carport up to 100m ²	245.83	245.83	368.75	368.75	each	0%
Erection of a non exempt attached single storey extension of a domestic garage or carport up to 100m ²	245.83	245.83	368.75	368.75	each	0%
Other						
Conversion of a garage to a habitable room(s)	245.83	245.83	368.75	368.75	each	0%
Alterations to extend or create a basement up to 100m ²	466.67	466.67	700.00	700.00	each	0%
Underpinning	229.17	229.17	343.76	343.76	each	0%
Renovation of a thermal element to a single dwelling	87.50	87.50	131.25	131.25	each	0%
Creation of New Dwelling						
i) Plan charge	203.13	203.13			each	0%
ii) Inspection charge	406.87	406.87			each	0%
iii) Building notice charge	610.00	610.00	915.00	915.00	each	0%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Current Retrospective Charge (applies to Building Control Charges only)	Proposed Retrospective Charge (applies to Building Control Charges only)	Unit of Charge (per hr / day etc.)	% Increase
Internal Alterations						
i) cost of works <£2,000	125.00	125.00	187.50	187.50	each	0%
ii) cost of works £2,001 to £5,000	204.17	204.17	306.26	306.26	each	0%
iii) cost of works £5,001 to £15,000	245.83	245.83	368.00	368.00	each	0%
iv) cost of works £15,001 to £25,000	345.83	345.83	368.75	368.75	each	0%
v) cost of works £25,001 to £40,000	441.67	441.67	662.50	662.50	each	0%
vi) cost of works £40,001 to £60,000	537.50	537.50	806.35	806.35	each	0%
Window Replacement						
Window replacement (non competent persons scheme) - 1 to 3 windows	83.33	83.33	125.00	125.00	each	0%
Window replacement (non competent persons scheme) - 4 to 20 windows	125.00	125.00	187.50	187.50	each	0%
Window replacement (non competent persons scheme) - 20+ windows	208.33	208.33	312.50	312.50	each	0%
Electrical Work						
Electrical work (not competent persons scheme) carried out by a qualified electrician in accordance with BS7671	133.33	133.33	200.00	200.00	each	0%
Electrical work carried out by others	279.17	279.17	418.76	418.76	each	0%
Installation of Heat Producing Appliance						
Installation of solid fuel heat producing appliance where the installer is not a member of a competent persons scheme	125.00	125.00	187.50	187.50	each	0%
Non Domestic Work						
Commercial Building - Floor Area not exceeding 40m ²	533.00	533.00	799.50	799.50	each	0%
Commercial Building - Floor Area exceeding 40m ² but not exceeding 100m ²	612.50	612.50	918.75	918.75	each	0%
Commercial Building - Floor Area exceeding 100m ² but not exceeding 200m ²	891.67	891.67	1,337.51	1,337.51	each	0%
Underpinning - Est. cost up to £50,000	341.67	341.67	512.51	512.51	each	0%
Underpinning - Est. cost exceeding £50,000 and up to £100,000	441.67	441.67	662.51	662.51	each	0%
Underpinning - Est. cost up to £100,000 and up to £250,000	550.00	550.00	825.00	825.00	each	0%
Window Replacement						
Window Replacement - 1 to 20 windows	204.17	204.17	306.63	306.63	each	0%
Window Replacement - 21 to 50 windows	325.00	325.00	487.50	487.50	each	0%
New Shop front(s)						
Window Replacement - 1 to 20 windows	291.67	291.67	437.51	437.51	each	0%
Window Replacement - 21 to 50 windows	370.83	370.83	556.25	556.25	each	0%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Current Retrospective Charge (applies to Building Control Charges only)	Proposed Retrospective Charge (applies to Building Control Charges only)	Unit of Charge (per hr / day etc.)	% Increase
Renovation of a thermal element - Est. cost up to £50,000	204.17	204.17	306.63	306.63	each	0%
Renovation of a thermal element - Est. cost exceeding £50,000 and up to £100,000	245.83	245.83	368.75	368.75	each	0%
Renovation of a thermal element - Est. cost exceeding £100,000 and up to £250,000	312.50	312.50	468.75	468.75	each	0%
Alterations not described elsewhere inc. structural alterations and installation of controlled fittings						
Estimated cost up to £5,000	204.17	204.17	306.63	306.63	each	0%
Estimated cost exceeding £5,000 and up to £15,000	262.50	262.50	393.75	393.75	each	0%
Estimated cost exceeding £15,000 and up to £25,000	345.83	345.83	518.75	518.75	each	0%
Estimated cost exceeding £25,000 and up to £50,000	508.33	508.33	762.50	762.50	each	0%
Estimated cost exceeding £50,000 and up to £75,000	675.00	675.00	1,012.50	1,012.50	each	0%
Estimated cost exceeding £75,000 and up to £100,000	795.83	795.83	1,193.75	1,193.75	each	0%
Installation of Mezzanine floor up to 500m ²	587.50	587.50	881.25	881.25	each	0%
Office Fit Out - floor up to 500m ²	570.83	570.83	858.25	858.25	each	0%
Office Fit Out - floor 500m ² to 2000m ²	733.33	733.33	1,100.00	1,100.00	each	0%
Shop fit out - Floor up to 500m ²	570.83	570.83	856.25	856.25	each	0%
Shop fit out - Floor 500m ² to 2000m ²	733.33	733.33	1,100.00	1,100.00	each	0%
Letter of acceptance to AIs	20.00	20.00	20.00	20.00	each	0%
Preliminary enquiries	50% of plan fee	50% of plan fee	50% of plan fee		each	
Museum and Art Gallery						
Educational Publications UK Rights	20.50	21.50				5%
Educational Publications World Rights	39.50	41.50				5%
Commercial Publications & Websites UK rights	40.50	42.50				5%
Commercial Publications & Websites world rights	84.50	88.50				5%
Publication Jacket, Covers & Homepages UK Rights	96.50	101.50				5%
Publication Jacket, Covers & Homepages World Rights	196.50	205.50				5%
Television Flash Fees UK rights	96.50	101.50				5%
Television Flash Fees world rights	191.50	200.50				5%
Digital Image 300 dpi	7.50	8.00				7%
Loans to UK based institutions (outside of Wales)	0.00	250.00				100%
Loans to Worldwide institutions	0.00	350.00				100%
Commission on artworks	Variable 33% of art work value	Variable 33% of art work value				0%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Current Retrospective Charge (applies to Building Control Charges only)	Proposed Retrospective Charge (applies to Building Control Charges only)	Unit of Charge (per hr / day etc.)	% Increase
Ship Project						
Staff Consultancy and Training services						
Hourly Rate	55.50	80.00			per hour	44%
Staff Consultancy and Training services						
Day Rate	342.50	500.00			per day	46%
Faro Arm Rental	95.50	100.00			per day	5%
Transporter Bridge						
Day Ticket - Adult	4.00	4.00			per ticket	0%
Day Ticket - Child	3.00	3.00			per ticket	0%
Gondola - Adult (one way)	1.50	1.50			per ticket	0%
Gondola - Adult (return)	2.00	2.00			per ticket	0%
Gondola - Child (one way)	1.00	1.00			per ticket	0%
Gondola - Child (return)	1.50	1.50			per ticket	0%
Abseil Fee	260.00	280.00			per event	8%
Private Service	Various depending on length of service	75.00			per event	0%
Filming fee	Variable depending on site	150.00			per hour	0%
Development Management Fees	Various based on scale of development	Statutory fees - no change			per application	0%
Pre-application advice	Various depending on the scale of development	Various depending on the scale of development			per application	0%
Dangerous Structures - Building Control	0.00	0.00			per application	0%
Demolition Notice	0.00	0.00			per application	0%
Scaffolding permits (up to 6 months)	150.00	180.00			per 3 month permit	20%
Additional fee for scaffolding permits erected more than 6 months	60.00	90.00			per 3 month permit	50%
Additional fee for scaffolding permits erected more than 12 months	0.00	180.00			per 3 month permit	100%

SERVICE AREA: Infrastructure

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Transport and Highways				
Streetworks				
Skip License (28 days)	46.80	51.50	each	10%
Unauthorised skips	179.00	197.00	each	10%
Private works: new apparatus Sec 50	600.00	624.00	per metre	4%
Sec 50 – Licence for repair or replace	600.00	660.00	per metre	10%
S171 Highway Excavation	233.00	256.30	each	10%
Tower Crane Over sailing the Highway Licence: 10 working days notice required.	624.00	686.40	each	10%
Road space booking	208.00	228.80	each	10%
Filming on the highway (small scale)	200.00	220.00	each	10%
Filming on the highway (large scale)	600.00	660.00	each	10%
Temporary Traffic Orders	2,000.00	2,420.00	each	21%
Emergency Temporary Traffic Orders	2,000.00	2,420.00	each	21%
Bus service departure Fees (Market Square)	0.75	0.75	each	0%
SAB Pre Applications - area is <0.4 ha	275.00	302.50	each	10%
SAB Pre Applications - area is 0.5-0.99 ha	650.00	715.00	each	10%
SAB Pre Applications - area is >0.99 ha	1,085.00	1,193.50	each	10%
Pre Application Meeting - area is <0.49 hectares	130.00	143.00	each	10%
Pre Application Meeting - area 0.5-0.99 hectares	312.00	343.20	each	10%
Pre Application Meeting - area is > 0.99 hectares	520.00	572.00	each	10%
Additional SAB services	52.00	54.00	each	4%
SAB Full Applications - fees set by WG	£420 to maximum £7,500 (depending on size of site)	£420 to maximum £7,500 (depending on size of site)	each	
Section 38 application fees	1,560.00	1,716.00	application	10%
Section 278/111	1,560.00	1,716.00	application	10%
Vehicle crossing service - installation and inspection	£1,500 - £2,500 depending on size	£1,500 - £2,500 depending on size	each	0%
APM Access protection markings	260.00	286.00	each	10%
Temporary Sign Application	86.50	95.15	each	10%
Permanent/Tourism Sign applications	169.00	185.90	each	10%
E/O per sign	11.00	12.00	each	9%
Switch off existing signal installation and reinstate within office hours	440.00	484.00	each	10%
Switch off existing signal installation and reinstate outside office hours	520.00	572.00	each	10%
Cesspit emptying:				
1,000 gallons	174.72	174.72	per 1,000 gallons	0%
2,000 gallons	220.48	220.48	per 2,000 gallons	0%
Parking				
Residents parking permits	35.00	36.50	each	4%
Visitor parking permits (Book of 10)	13.50	14.00	per book of 10	4%
Business Parking	1,082.00	1,125.00	per annum	4%
Car Park Charges (exc Maindee)				
Up to 3 hours	2.50	2.60		4%
Up to 5 hours	4.50	4.70		4%
Over 5 hours	6.00	6.20		3%
City Centre Kingsway - up to 1 hour	1.00	1.10		10%
Maindee Car Park				
Up to 2 hours	1.00	1.10		10%
Up to 5 hours	2.50	2.60		4%
Over 5 hours	3.00	3.20		7%

SERVICE AREA: Environment & Public protection

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Cemeteries				
Exclusive right of burial and issue deed and marker	1,205.00	1,205.00	per plot	0%
Standard grave space not exceeding 2.15m x 0.76m (30") including headstone permit	1,205.00	1,325.50	per plot	10%
Grave space exceeding 0.92m (36") width (double plot required) including headstone	Removed	Removed	per plot	
Large or special external coffin size over 30" including the extended size of coffin handles £60.00 per inch.	62.50	68.75	per inch	10%
Green burial in green burial area - excluding headstone permit	806.00	886.60	per plot	10%
Cremated remains in Garden of Rest – grave space not exceeding 0.23m x 0.92m	576.00	633.60	per plot	10%
Interments – including use of grass mats as necessary				
Stillborn child or child not exceeding one month	no charge	no charge	per plot	
Child one month to eighteen years	no charge	no charge	per plot	
Persons exceeding eighteen years	1,310.00	1,441.00	per plot	10%
Interment of second person in grave space on same day	208.50	229.35	per plot	10%
Cremated remains in full grave space	290.50	319.55	per plot	10%
Cremated remains in garden of rest	290.50	319.55	per plot	10%
Interment of second person cremated remains in same space on same day	290.50	319.55	per plot	10%
Scattering of ashes	158.00	173.80	each	10%
Scattering of ashes of second person at same time	124.50	136.95	each	10%
Headstones and Tablets – including all inscriptions				
Columbaria Sanctum 2000 Units – above ground	2,235.50	2,682.60	each	20%
second and subsequent Interment Sanctum 2000 units	68.00	74.80	each	10%
Memorial plaque - NCC owned and maintained bench	416.00	457.60	each	10%
Other Services and Items				
Administrative research of burial records (per 30 minute period)	35.50	39.05	per 30 minutes	10%
Provision of fibreglass burial cube	923.50	1,015.85	each	10%
Provision of BROXAP bench and concrete plinth	1,318.00	1,581.60	each	20%
Exhumation of Ashes	290.50	319.55	each	10%
Exhumation Full - Facilitation undertaken in house	2,380.00	2,856.00	each	20%
Exhumation of a child under the age of 3 years	546.00	655.20	each	20%
Exhumation of a child aged 3 - 8 years	754.00	904.80	each	20%
Exhumation of a child aged 8 - 14 years	962.00	1,154.40	each	20%
Exhumation of a child aged 14 -18 years	1,190.00	1,428.00	each	20%
Statutory Declaration	56.50	62.15	each	10%
Incorrect or missing details off forms. Interment forms not complete and where required, return to funeral directors to complete forms.	15.50	17.05	each	10%
Change in Circumstances (Grant name, marriage etc)	34.50	37.95	each	10%
Cancellation of Funeral (48hrs)	337.50	371.25	each	10%
Change in Funeral Times	34.50	37.95	each	10%
Copy of Exclusive Right of Burial (LOST/MISPLACED)	169.00	185.90	each	10%
Grant of Exclusive Right - 50 YEARS	945.00	1,039.50	each	10%
Grant of Exclusive Right - 25 YEARS	472.50	519.75	each	10%
Fee for plot for Non Newport resident	2,317.50	2,549.25	each	10%
Additional Tablet on Existing plot with Headstone	207.00	227.70	each	10%
Fee for new ashes plot Non Newport resident	1,442.00	1,586.20	each	10%
Headstone fee - Before April 2011	399.00	438.90	each	10%
Tablet Fee - Before April 2011	207.00	227.70	each	10%
Additional inscription	65.00	71.50	each	10%
Weekend Burial Services (Standard Burial Charges also apply)	541.00	595.10	each	10%
Memorial tree (no plinth)	514.00	565.40	each	10%
Traditional Graves (allowing the installation of full kerb sets). Additional cost on top of the purchasing of a grant of exclusive right.	416.00	457.60	each	10%
Double Depth Grave	208.00	228.80	each	10%
Triple Depth Grave	312.00	343.20	each	10%
Test Dig of a Grave	146.00	160.60	each	10%
Bricking up a Single Grave	676.00	743.60	each	10%
Bricking up a Double Grave	1,352.00	1,487.20	each	10%
Poly urn for sanctums	290.00	290.50	each	0%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Allotment Rents - admin charge per plot	30.00	36.00	per plot	20%
Allotment Perch Fee (Plots can be made up of multiple perches - each perch represents approx 25m2)	3.70	4.07	per perch	10%
Public Rights of Way				
Public rights of way temporary order (minimum cost of officer time only)	1,664.00	1830.40	each	10%
Public rights of way permanent order (minimum cost officer time only)	1,664.00	2163.20	each	30%
Car Parking in City Parks				
Up to 2 hours	1.00	1.00		0%
Up to 5 hours	3.00	3.00		0%
Over 5 hours	5.00	5.00		0%
Car parking Fourteen Locks Canal Centre				
Up to 4 hours	1.00	1.00		0%
Up to 5 hours	2.50	2.50		0%
Over 5 hours	3.00	3.00		0%
Waste Collection				
Trade waste collection:-				
Trade blue sacks	31.00	32.24	per roll of 13	4%
Trade blue labels	62.00	64.48	per pack of 26	4%
Recycling sacks	14.50	15.08	per roll of 13	4%
Cardboard labels	11.50	11.96	per pack of 10	4%
240 Litre bin	6.50	6.76	each	4%
360 Litre bin	8.50	8.84	each	4%
660 Litre bin	15.00	15.60	each	4%
1100 Litre bin	25.00	26.00	each	4%
Residual bin replacement	21.50	22.36	each	4%
New Developments - set of new bins	54.00	56.16	each	4%
Bulky/Special Collection	22.00	22.00	up to 3 items	0%
	6.00	6.00	additional items above £21	0%
Waste Disposal Charges				
Active Waste Disposal Charge (set gate fee but variables for asbestos and commercial waste contracts)	59.00	64.90	per tonne	10%
Inactive Waste Disposal Charge	17.50	19.25		10%
Hazardous Waste Disposal Charge	Removed	Removed		
Hazardous Waste Note	Removed	Removed		
Parks And Open Spaces				
Belle Vue Park				
Wedding Photography - Annual Permit	89.00	97.90	annually	10%
Caerleon Pavilion				
Commercial hire per hour	18.00	19.80	per hour	10%
Education hire per hour	14.50	15.95	per hour	10%
Children's Parties per hour	14.50	15.95	per hour	10%
Community Groups hire per hour	11.50	12.65	per hour	10%
Parks General				
Provision of BROXAP bench and concrete plinth	1,318.00	1,581.60	per item	20%
Tredegar Park Bike Scheme				
Newport Resident under 18	0.00	0.00		0%
Newport Resident over 18	0.00	0.00		0%
Non Newport Resident under 18	3.00	3.30		10%
Non Newport Resident over 18	5.00	5.50		10%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Sport and Leisure Pitch Hire				
Football				
Pitch only (adult) (per match/pitch) summer and winter	42.83	42.83	each	0%
Pitch and 1 x changing (adult) (per all sports summer and winter)	54.72	60.19	each	10%
Changing room (per U16 age group)	23.10	25.41	each	10%
Seasonal football charge exclusive use – football pitch only	1,283.76	1,283.76	each	0%
Seasonal football charge exclusive use - football pitch and changing room	1,343.24	1,477.56	each	10%
Seasonal football charge priority - pitch only	673.40	673.40	each	0%
Seasonal football charge priority - pitch & changing room	824.50	906.95	each	10%
Seasonal football charge standard - pitch only	487.80	487.80	each	0%
Seasonal football charge standard - pitch and changing room	698.67	768.54	each	10%
Seasonal football charge general use - Sunday sides - pitch only	375.23	375.23	each	0%
Seasonal football charge general use - Sunday sides - pitch and changing room	472.47	519.72	each	10%
Football pitch hire aged 11-12 years	10.30	10.30	each	0%
Football pitch hire and changing rooms aged 11-12 years	15.50	17.05	each	10%
Football pitch hire aged 13-16 years	20.89	20.89	each	0%
Football pitch hire and changing rooms aged 13-16 years	26.31	28.94	each	10%
Rugby				
Pitch only (adult) (per match/pitch) summer and winter	42.83	42.83	each	0%
Pitch and 1 x changing (adult) (per all sports summer and winter)	54.72	60.19	each	10%
Changing room (per U16 age group)	23.10	23.10	each	0%
Rugby - exclusive use pitch and changing	1,343.06	1,477.37	each	10%
Rugby - exclusive pitch only	1,283.57	1,283.57	each	0%
Rugby - standard pitch	487.92	487.92	each	0%
Rugby - standard pitch and changing	658.94	724.83	each	10%
Rugby pitch hire aged 12-14 years	10.30	10.30	each	0%
Rugby pitch hire and changing rooms aged 13-14 years	15.50	17.05	each	10%
Rugby pitch hire aged 15-16 years	20.89	20.89	each	0%
Rugby pitch hire and changing rooms aged 15-16 years	26.31	28.94	each	10%
Glan Usk				
Glan Usk Astro Juniors	27.74	27.74	each	0%
Glan Usk Astro Seniors	57.20	57.20	each	0%
Events				
Major Charitable Events - Price upon application Charity Events land hire (per day discretionary)	234.00	257.40	each	10%
Setup and Derig	334.50	367.95	each	10%
Fun fair 1-3 rides	334.50	367.95	each	10%
Fun fair 3 plus ride	557.00	612.70	each	10%
Outdoor cinema	446.00	490.60	each	10%
Catering/Commercial stall per trader	134.00	147.70	each	10%
Alcohol bar	1,115.00	1,226.50	each	10%
NCC Street Cleaning Service per day	338.00	371.80	each	10%
Major Commercial Events - Price upon application Commercial Events land hire (per day discretionary)	585.00	643.50	each	10%
Setup and Derig	563.00	619.30	each	10%
Fun fair 1-3 rides	450.00	495.00	each	10%
Fun fair 3 plus ride	563.00	619.30	each	10%
Outdoor cinema	563.00	619.30	each	10%
Catering/Commercial stall per trader	169.00	185.90	each	10%
Alcohol bar	2,250.00	2,475.00	each	10%
NCC Street Cleaning Service per day	338.00	371.80	each	10%
Low Key Community Events (no Income Generation (per day))	58.50	64.35	each	10%
Community Events Income Generation (per day)	113.00	124.30	each	10%
Land rental for car boot sales - location Tredegar park when available	292.00	321.20	each	10%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Lodges - Rental Costs				
Grove Park Lodge	599.00	658.90	per month	10%
Shaftesbury Park Lodge	600.00	660.00	per month	10%
Christchurch Cemetery Lodge	541.00	595.10	per month	10%
St.Woolos Cemetery Lodge	669.00	735.90	per month	10%
Belle Vue Park - top lodge	669.00	735.90	per month	10%
Belle Vue Park - Residential Lodge Rent	615.00	676.50	per month	10%
Filming				
Student Filming	0.00	0.00		
Commercial Filming	624.00	686.40	Half day	10%
Commercial Filming	1,248.00	1,372.80	Full day	10%
Displaying of Banners	26.00	28.60	Display period	10%
CCTV for NCC clients			per SLA	
CCTV for non-NCC clients			per contract	
Environmental Health Advice and Training	Variable	Variable	per contract	
Houses in Multiple Occupation Pre-licensing Advice Service				
Property inspection and report with one schedule & fire plan	216.50	238.37	per survey	10%
Property inspection and report with 2 schedules & fire plans	270.50	297.82	per survey	10%
Each additional proposal over 2 proposals above	54.00	59.45	per additional proposal	10%
Property Surveys (Non-Statutory)	209.00	230.11	per survey	10%
Health and Safety - swimming pool/spa pool resamples following unsatisfactory result (plus VAT)	77.00	84.70	per sample	10%
Port Health Ship Sanitation Certificates				
Gross Tonnage				
Up to 1,000	105.00	As per APHA Board decision	per certificate	
1,001 to 3,000	140.40	As per APHA Board decision	per certificate	
3001 to 10,000	211.15	As per APHA Board decision	per certificate	
10,001 to 20,000	275.60	As per APHA Board decision	per certificate	
20,001 to 30,000	350.20	As per APHA Board decision	per certificate	
Over 30,000	412.00	As per APHA Board decision	per certificate	
With exception of vessels with capacity to carry between 50 and 100 persons	400.00	As per APHA Board decision	per certificate	
With exception of vessels with capacity to carry more than 1,000 persons	680.00	As per APHA Board decision	per certificate	
Extensions to Certificates	70.00	As per APHA Board decision	per certificate	
Tables and Chairs (Licence)				
Annual Fee	175.50	175.50	per licence	0%
4 chairs	64.50	64.50	per licence	0%
12 Chairs	99.50	99.50	per licence	0%
24 chairs	175.50	175.50	per licence	0%
24+ chairs	216.50	216.50	per licence	0%
smoking area	58.50	58.50	per licence	0%
change name on licence	29.00	29.00	per licence	0%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Animal Establishment Licensing				
Application Audit Pre Audit Inspection - New service to be offered for inspection prior to application for advice and suitability of premises. The fee will be reviewed during 20/21 to establish if it is appropriate.	50.00	50.00	per hour	0%
Re Audit - In the event a licence is not issued following an audit the fee for an additional visit will be required.	50.00	50.00	per hour	0%
[a] Riding Establishments (Application Audit applies - see above)				
Up to 10 horses	138.00	138.00	per licence	0%
11 to 20 horses	169.00	169.00	per licence	0%
21 to 30 horses	181.00	181.00	per licence	0%
[b] Animal Boarding Establishments (Application Audit applies - see above)				
Pet Sitters	158.00	158.00	per licence	0%
Up to 25 animals	158.00	158.00	per licence	0%
25 to 50 animals	179.00	179.00	per licence	0%
Over 51 animals	210.00	210.00	per licence	0%
[c] Pet Shops (Application Audit applies - see above)				
[d] Dangerous Wild Animals (Application Audit applies - see above)	131.00	131.00	per licence	0%
[e] Dog Breeding Establishments (Application Audit applies - see above)	604.00	604.00	per licence	0%
[f] Zoo Licence (Application Audit applies - see above)	131.00	131.00	per licence	0%
[f] Zoo Licence (Application Audit applies - see above)	1,153.00	1,153.00	per licence	0%
<i>For [a] to [f] above, in addition to the licence fee, the licensee to pay the Council's veterinary fees. The fee is payable on application and is not refundable if a licence is not issued.</i>				
Stray Dogs Reclaiming Fees:				
Dogs reclaimed after one day	104.00	104.00	per dog	0%
Dogs reclaimed after two day	120.00	120.00	per dog	0%
Dogs reclaimed after three day	137.00	137.00	per dog	0%
Dogs reclaimed after four day	151.00	151.00	per dog	0%
Dogs reclaimed after five day	168.00	168.00	per dog	0%
Dogs reclaimed after six overnight stays	183.00	183.00	per dog	0%
Dogs reclaimed after seven overnight stays	199.00	199.00	per dog	0%
Dogs reclaimed and staying with the kennels for an extended period (charge per night)	12.00	12.00	per dog	0%
<i>However there will be discretion given to the Kennels Officer on the level of charging due to unusual circumstances. Further, where the Council has found it necessary to pay for vet treatment, these fees should be passed on to the owner reclaiming the dog.</i>				
Dog re-homing fee	Variable	Variable	per dog	
[a] Ear piercing, acupuncture, electrolysis and Tattooing - Registration				
Premises	112.00	118.72	per registration	6%
Practitioners	112.00	118.72	per registration	6%
Replacement Certificates	28.00	29.68	per certificate	6%
Addition of new Procedure to existing Certificate	56.00	59.36	per certificate	6%
Temporary Premises for Public Event	77.50	82.15	per registration	6%
Temporary Practitioners for Public Event	38.50	40.81	per registration	6%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Voluntary Surrender of Food Certificate	67.00 for first half hour and 67.00 for every additional half hour or part thereof plus VAT	71.02 for first half hour and 71.02 for every additional half hour or part thereof plus VAT	per certificate	6%
Collection and Disposal of Food (with or without agreement)	To be determined by cost of disposal and officer time	To be determined by cost of disposal and officer time	per disposal & hour	
Food Hygiene Rating Scheme - Rescore Fee	180.00	180.00	per certificate/ abortive visit	0%
[c] Export Health Certificates				
Export Health Certificate - Food Safety (per certificate)	131.50	139.39	per certificate	6%
Local land searches/Environmental Information Regulations requests in respect of contaminated land etc. [other than those under the Local Land Charges Act 1975]	66.50 for first hour and 66.50 for each additional hour or part thereof	70.49 for first hour and 70.49 for each additional hour or part thereof	per hour	6%
UK Entrance Clearance - Premises Assessment				
Property inspection	209.00	229.90	per inspection	10%
Re-assessment for additional person (within 6 months)	107.00	117.70	per assessment	10%
Houses In Multiple Occupation Licensing Fees				
(i) Initial Licence	1,096.00	1161.76	per licence	6%
(For larger HMO (6+ units of accommodation/households)	£63.50 extra per additional unit up to a max of 1,704	£67.31 extra per additional unit up to a max of 1,704	per additional accommodation unit	6%
(ii) Renewal of Licence made before expiry of existing licence	866.50	918.49	per renewal	6%
(For larger HMO (6+ units of accommodation/households)	£63.50 extra per additional unit up to a max of 1,499	£67.31 extra per additional unit up to a max of 1,499	per additional accommodation unit	6%
(iii) Renewal of Licence made after expiry of existing licence	1,096.00	1161.76	per renewal	6%
(For larger HMO (6+ units of accommodation/households)	£63.50 extra per additional unit up to a max of 1,704	£67.31 extra per additional unit up to a max of 1,704	per additional accommodation unit	6%
(iv) Licensing following revocation of previous licence (where ownership unchanged)	866.50	918.49	per application	6%
(For larger HMO (6+ units of accommodation/households)	£63.50 extra per additional unit up to a max of 1,499	£67.31 extra per additional unit up to a max of 1,499	per additional accommodation unit	6%
(v) Licence Variations				
Property inspection required	99.00	104.94	per Variation	6%
Licensing inspections - owner/manager etc. cancellations with less than 48 hours' notice/failure to attend to provide access		30.00		100%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Camp Site Licences	759.50	805.07	per site licence	6%
Mobile Homes				
Site Licence fees - small site (3-10 caravans)	759.50	805.07	per site licence	6%
Site Licence fees - medium site (11-49 caravans)	848.00	898.88	per site licence	6%
Site Licence fees - large site (50+ caravans)	1,012.00	1,073.25	per site licence	6%
Site Licence fees - sites of 2 or fewer pitches	0.00	0.00	per site licence	0%
Amendment to site licence conditions - variation	69.00	73.14	per amendment	6%
Amendment to site licence conditions - variation requiring an inspection	179.00	189.74	per amendment	6%
Fee to deposit site rules	57.50	60.94	per fee	6%
Fee for replacement licence	17.00	18.02	per replacement licence	6%
Fixed Penalty Notice charge	95.50	101.23	per FPN charge	6%
Housing Act 2004 Notice Fees	416.00	440.96	per notice	6%
Each additional notice (where schedule is identical) served on another recipient at the same time (charges added and split equally across recipients)	56.00	59.36	per notice	6%
Works in Default - Administration fee				
	Fee charged by the contractor (ex.VAT) plus:	Fee charged by the contractor (ex.VAT) plus:		
	20% for fees up to £1,000	20% for fees up to £1,000		
	10% for fees £1,001+	10% for fees £1,001+		
	*Fee charged by contractor plus "officer time" charge (up to a max. of the above charge) where RS Manager agrees defaulter has special circumstances.	*Fee charged by contractor plus "officer time" charge (up to a max. of the above charge) where RS Manager agrees defaulter has special circumstances.		
Port Health – Water Sampling				
(i) Drinking water – Microbiological (First Sample) (Plus VAT)	111.50	122.65	per sample	10%
(ii) Drinking water – Microbiological (each subsequent sample) (plus VAT)	78.50	86.35	per sample	10%
(iii) Legionella water sample (first sample) (plus VAT)	132.50	145.75	per sample	10%
(iv) Legionella water sample (each subsequent sample) (plus VAT)	99.50	109.45	per sample	10%
Port Health – Organic Animal Feed and Food Import Certificate	45.00	45.00	National flat rate charge of £45	0%
Sports Grounds General Safety Certificates				
General Safety Certificates	Cost recovery up to maximum of £500	Cost recovery up to maximum of £500	per certificate	0%
Special Safety Certificates for Sports Grounds	176.00	186.56	per certificate	6%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Camp Site Licences	759.50	805.07	per site licence	6%
Mobile Homes				
Street Trading				
City centre pitch - application fee (monthly)	63.00	64.89	per licence	3%
City centre pitch - application fee (quarterly/full year)	189.00	196.56	per licence	4%
License fee (daily) - static trader	57.00	59.28	per licence	4%
License fee (weekly) - static trader	114.00	118.56	per licence	4%
License fee (monthly) - static trader	316.00	328.64	per licence	4%
License fee (quarterly) - static trader	443.00	460.72	per licence	4%
License fee (full year) - static trader	1,012.00	1,052.48	per licence	4%
City centre pitch - license fee (full year) - static trader	3,163.00	3,289.52	per licence	4%
License fee (daily) - mobile trader	57.00	59.28	per licence	4%
License fee (weekly) - mobile trader	114.00	118.56	per licence	4%
License fee (monthly) - mobile trader	151.00	155.56	per licence	3%
License fee (quarterly) - mobile trader	189.00	196.56	per licence	4%
License fee (full year) - mobile trader	379.00	394.16	per licence	4%
Taxi Licensing Fees				
Vehicles - less than 5 years	83.00	83.00	per licence	0%
Vehicles – more than 5 years, less than 10	114.00	114.00	per licence	0%
Vehicles – over 10 Years	166.00	166.00	per licence	0%
Drivers 3 year	249.00	249.00	per licence	0%
Driver instalments	83.00	83.00	per licence	0%
Operators 1-9 vehicles	1,000.00	1,000.00	per licence	0%
Operators 10-19 vehicles	1,500.00	1,500.00	per licence	0%
Operators 19-35 vehicles	2,000.00	2,000.00	per licence	0%
Operators 35+ vehicles	2,500.00	2,500.00	per licence	0%
Replacement rear plate	19.00	19.00	per item	0%
Replacement internal plate	12.00	12.00	per item	0%
Replacement licence	6.00	6.00	per licence	0%
Replacement bracket	13.00	13.00	per item	0%
Replacement Badge	19.00	19.00	per item	0%
Transfer Plate	65.00	65.00	per item	0%
Change of vehicle	115.00	115.00	per licence	0%
Knowledge test	65.00	75.00	per test	15%
Scrap Metal				
Site Licence	504.00	524.16	per licence	4%
Variation of licence	57.00	59.28	per licence	4%
Collectors licence	328.00	341.12	per licence	4%
Private Water Supplies				
Risk Assessment (each assessment) - Up to 3 hours	£189.00 for up to 3 hours plus £63.00 for each additional hour or part thereof, up to a maximum of £500*	£189.00 for up to 3 hours plus £63.00 for each additional hour or part thereof, up to a maximum of £500*	per assessment	0%
Sampling (each visit)	£100*	£100*	per sample	0%
Investigation (each investigation)	£100* plus the analysis cost	£100* plus the analysis cost	per investigation	0%
Grant of an authorisation (each authorisation)	£100*	£100*	per authorisation	0%
Analysis (taken under regulation 10)	£25*	£25*	per analysis	0%
Analysis (taken during check monitoring)	Analysis cost up to £100*	Analysis cost up to £100*	per analysis	0%
Analysis (taken during audit monitoring)	Analysis cost up to £500*	Analysis cost up to £500*	per analysis	0%
<i>* Maximum permitted by regulation</i>				
Fireworks - all year sales licence (set at statutory maximum)	500.00	500.00	per licence	0%

SERVICE AREA: Housing & Communities

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc.)	% Increase
Community Centres Room Hire				
Caerleon Town Hall				
Non Profit Making/ Voluntary Organisations				
Town Hall (Monday to Friday)	10.50	11.00	per hour	5%
Town Hall (Weekend)	15.00	15.75	per hour	5%
Memorial Hall (Monday to Friday)	8.00	8.50	per hour	6%
Memorial Hall (Weekend)	13.00	13.75	per hour	6%
Hire of Kitchen	6.00	6.25	per hour	4%
Small Group Organisations				
Town Hall (Monday to Friday)	13.00	13.75	per hour	6%
Town Hall (Weekend)	18.00	19.00	per hour	6%
Memorial Hall (Monday to Friday)	10.00	10.50	per hour	5%
Memorial Hall (Weekend)	15.00	15.75	per hour	5%
Hire of Kitchen	7.00	7.50	per hour	7%
Commercial/ Business (per hour)				
Town Hall (Monday to Friday)	16.00	17.00	per hour	6%
Town Hall (Weekend)	21.00	22.00	per hour	5%
Memorial Hall (Monday to Friday)	13.00	13.75	per hour	6%
Memorial Hall (Weekend)	18.00	19.00	per hour	6%
Hire of Kitchen	8.50	9.00	per hour	6%
Ringland Community Centre				
Non Profit Making/ Voluntary Organisations (per hour)				
Main Hall	16.00	16.75	per hour	5%
Meeting Rooms	16.00	16.75	per hour	5%
Membership Fee	1,250.00	1,250.00	per annum	0%
Small Group Organisations - Member Rates				
Meeting Rooms	21.00	22.00	per hour	5%
Main Hall - Half Day	62.50	65.75	Half Day	5%
Main Hall - Full Day	125.00	131.50	Half Day	5%
Small Group Organisations - Non Member Rates				
Meeting Rooms	28.00	29.50	per hour	5%
Main Hall - Half Day	94.00	99.00	Half Day	5%
Main Hall - Full Day	0.00	0.00	Full Day	0%
Always Community Centre				
Non Profit Making/ Voluntary Organisations (per hour)				
Main Hall (Monday to Friday)	8.00	8.50	per hour	6%
Main Hall (Weekend)	18.50	19.50	per hour	5%
Meeting Rooms (Monday to Friday)	7.00	7.50	per hour	7%
Meeting Rooms (Weekend)	12.00	12.50	per hour	4%
Hire of Kitchen	5.50	5.75	per hour	5%
Small Group Organisations (per hour)				
Main Hall (Monday to Friday)	11.00	11.50	per hour	5%
Main Hall (Weekend)	22.50	23.50	per hour	4%
Meeting Rooms (Monday to Friday)	9.00	9.50	per hour	6%
Meeting Rooms (Weekend)	14.00	14.75	per hour	5%
Hire of Kitchen	5.50	5.75	per hour	5%
Commercial/ Business (per hour)				
Main Hall (Monday to Friday)	13.50	14.25	per hour	6%
Main Hall (Weekend)	28.00	29.50	per hour	5%
Meeting Rooms (Monday to Friday)	14.00	14.75	per hour	5%
Meeting Rooms (Weekend)	16.00	16.75	per hour	5%
Hire of Kitchen	5.50	5.75	per hour	5%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc.)	% Increase
Rivermead Community Centre				
Non Profit Making/ Voluntary Organisations (per hour)				
Both Halls (Monday to Friday)	20.50	21.50	per hour	5%
Both Halls (Weekend)	29.00	30.50	per hour	5%
Main Hall (Monday to Friday)	10.00	10.50	per hour	5%
Main Hall (Weekend)	19.00	20.00	per hour	5%
Meeting Rooms (Monday to Friday)	10.00	10.50	per hour	5%
Meeting Rooms (Weekend)	18.50	19.50	per hour	5%
Small Group Organisations (per hour)				
Both Halls (Monday to Friday)	23.50	24.75	per hour	5%
Both Halls (Weekend)	32.50	34.00	per hour	5%
Main Hall (Monday to Friday)	12.00	12.50	per hour	4%
Main Hall (Weekend)	20.50	21.50	per hour	5%
Meeting Rooms (Monday to Friday)	11.50	12.00	per hour	4%
Meeting Rooms (Weekend)	20.00	21.00	per hour	5%
Commercial/ Business (per hour)				
Both Halls (Monday to Friday)	29.00	30.50	per hour	5%
Both Halls (Weekend)	38.00	40.00	per hour	5%
Main Hall (Monday to Friday)	14.50	15.00	per hour	3%
Main Hall (Weekend)	23.50	24.75	per hour	5%
Meeting Rooms (Monday to Friday)	14.00	14.75	per hour	5%
Meeting Rooms (Weekend)	23.00	24.00	per hour	4%
Bettws Day Centre				
Non Profit Making/ Voluntary Organisations (per hour)				
Main Hall (Monday to Friday)	10.50	11.00	per hour	5%
Main Hall (Weekend)	15.00	15.75	per hour	5%
Day Club (Monday to Friday)	8.00	8.50	per hour	6%
Day Club (Weekend)	13.00	13.75	per hour	6%
Hire of Kitchen	6.00	6.25	per hour	4%
Small Group Organisations (per hour)				
Main Hall (Monday to Friday)	12.00	12.50	per hour	4%
Main Hall (Weekend)	18.00	19.00	per hour	6%
Day Club (Monday to Friday)	10.00	10.50	per hour	5%
Day Club (Weekend)	15.00	15.75	per hour	5%
Hire of Kitchen	7.00	7.50	per hour	7%
Commercial/ Business (per hour)				
Main Hall (Monday to Friday)	16.00	16.75	per hour	5%
Main Hall (Weekend)	21.00	22.00	per hour	5%
Day Club (Monday to Friday)	13.00	13.75	per hour	6%
Day Club (Weekend)	18.00	19.00	per hour	6%
Hire of Kitchen	8.50	9.00	per hour	6%
Cefn Wood Centre				
Small Group Organisations (per hour)				
Leased to Education - SLA		As per SLA		
Maesglas Community Centre				
Main Hall (Monday to Friday before 6pm)	10.50	11.00	per hour	5%
Main Hall (Monday to Friday after 6pm)	21.00	22.00	per hour	5%
Main Hall (Weekend)	21.00	22.00	per hour	5%
Committee Room (Monday to Friday before 6pm)	10.50	11.00	per hour	5%
Committee Room (Monday to Friday after 6pm)	21.00	22.00	per hour	5%
Committee Room (Weekend)	21.00	22.00	per hour	5%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc.)	% Increase
Community Centres - Equipment Hire				
Flip Charts	6.00	6.50	per pad	8%
Digital Projector	5.00	5.50	per day	10%
Interactive Screen	5.00	5.50	per day	10%
Malpas Court				
The Library Room	35.00	36.75	per half day	5%
The Drawing Room	55.00	57.75	per half day	5%
Library and Drawing Room combined	70.00	73.50	per half day	5%
Room 14	50.00	52.50	per half day	5%
The Library Room	60.00	63.00	per full day	5%
The Drawing Room	100.00	105.00	per full day	5%
Library and Drawing Room combined	140.00	147.00	per full day	5%
Room 14	90.00	94.50	per full day	5%
Library and Drawing Room combined	20.00	21.00	per hour	5%
Room 14	15.00	15.75	per hour	5%
Eveswell Community Centre				
Voluntary Groups				
Main Hall (Monday to Friday)	8.00	8.50	per hour	6%
Main Hall (Weekend)	18.50	19.50	per hour	5%
Meeting Rooms (Monday to Friday)	7.00	7.25	per hour	4%
Meeting Rooms (Weekend)	12.00	12.50	per hour	4%
Hire of Kitchen (flat charge per booking)	5.50	5.75	per hour	5%
Chargeable Sessions				
Main Hall (Monday to Friday)	11.00	11.50	per hour	5%
Main Hall (Weekend)	22.50	23.75	per hour	6%
Meeting Rooms (Monday to Friday)	9.00	9.50	per hour	6%
Meeting Rooms (Weekend)	14.00	14.75	per hour	5%
Hire of Kitchen (flat charge per booking)	5.50	5.75	per hour	5%
Commercial Rate				
Main Hall (Monday to Friday)	13.50	14.25	per hour	6%
Main Hall (Weekend)	28.00	29.50	per hour	5%
Meeting Rooms (Monday to Friday)	14.00	14.75	per hour	5%
Meeting Rooms (Weekend)	16.00	16.75	per hour	5%
Hire of Kitchen (flat charge per booking)	5.50	5.75	per hour	5%
Gaer Community Centre				
Non Profit Making/ Voluntary Organisations (per hour)				
Hall	14.00	14.75	per hour	5%
Playgroup Room	12.00	12.75	per hour	6%
Café Room	12.00	12.50	per hour	4%
Training Room	14.00	14.75	per hour	5%
121 Room	12.00	12.50	per hour	4%
Small Group Organisations				
Hall	14.00	14.75	per hour	5%
Playgroup Room	12.00	12.50	per hour	4%
Café Room	12.00	12.50	per hour	4%
Training Room	14.00	14.75	per hour	5%
121 Room	12.00	12.50	per hour	4%
Commercial/Business				
Hall	14.00	14.75	per hour	5%
Playgroup Room	12.00	12.50	per hour	4%
Café Room	12.00	12.50	per hour	4%
Training Room	14.00	14.75	per hour	5%
121 Room	12.00	12.50	per hour	4%

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc.)	% Increase
Libraries				
Fines (per day)	0.20	0.20	per day	0%
Overdue Administration Adult	0.30	0.30	per letter	0%
Replacement Library Card	4.00	4.00	each	0%
Lost Books and other items	Sliding scale linked to Book Price	Sliding scale linked to Book Price	each	
Photocopying B&W A4	0.20	0.20	per copy	0%
Photocopying B&W A3	0.30	0.30	per copy	0%
Photocopying Colour A4	1.10	1.10	per copy	0%
Photocopying Colour A3	1.60	1.60	per copy	0%
Computer Printout A4	0.20	0.20	per copy	0%
Computer Printout A3	0.30	0.30	per copy	0%
Hire of Talking Books	1.40	1.40	each	0%
Charge for late return of Talking Books	0.20	0.20	per day	0%
Family History Research	28.00	30.00	per hour	7%
Hire of Rooms	15.00	16.00	per hour	0%

SERVICE AREA: People, Policy & Transformation

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc.)	% Increase
Civic Centre Room Hire				
<i>The charges for the Civic Centre below are subject to charging under the following criteria:</i>				
<ul style="list-style-type: none"> - Full Charge: Industrial or Business Organisations; Organisations whose members are engaged in trade, business or professional practice (other than student associations); Statutory official or Government Bodies including Local Government except where reciprocal arrangements apply. - Half Price: Political, Social or Trade Union Groups not included under full price or free - Free (this applies to evening sessions only): Organisations devoted exclusively to charitable causes; Societies for the handicapped; Organisations for promotion of recreational activities for young people; Trade Union Branches whose members are employed by Newport City Council; Any political group meetings of Councillors and invited guests are free of charge (provided that not more than 25 % of the people attending the political group meetings are non Councillors). NB Any registered charities chaired by the Mayor of Newport can use the meeting rooms free of charge at any time 				
Council Chamber	80.00	85.00	per session	6%
	250.00	260.00	per day	4%
Committee Room 1	43.00	45.00	per session	5%
	127.00	130.00	per day	2%
Committee Room 2	30.00	30.00	per session	0%
	92.50	95.00	per day	3%
Committee Room 3	30.00	30.00	per session	0%
	92.50	95.00	per day	3%
Committee Room 4	30.00	30.00	per session	0%
	92.50	95.00	per day	3%
Committee Room 5	25.00	25.00	per session	0%
	72.50	75.00	per day	3%
Committee Room 7	72.50	75.00	per session	3%
	220.50	230.00	per day	4%
Equipment Hire				
Full facilities in Committee Room 7 including staff assistance	64.50	64.50	per meeting	0%
Council Chamber Microphones	32.00	32.00	per meeting	0%
Council Chamber 1 Microphone	14.50	14.50	per meeting	0%
Beechwood House				
Meeting room - G1	67.50	67.50	half day	0%
Meeting room - G1	130.00	130.00	full day	0%
Meeting room - G5	67.50	67.50	half day	0%
Meeting room - G5	130.00	130.00	full day	0%
Meeting room - G6	52.00	52.00	full day	0%
Reception Room	52.00	52.00	full day	0%
Street Naming				
Property naming/renaming (does not cover newly built properties)	46.50	48.50	per property	4%
Single Plot Development	129.00	134.00	per plot	4%
Development 2+ Plots	129.00 + 46.50 per additional plot	134.00 + 48.50 per additional plot	per site/plot	4%
Changes to Development Layout after Notification	46.50 per plot affected	48.50 per plot affected	per plot	4%
Street Renaming at Residents Request	129.00 + 46.50 per property	134.00 + 48.50 per additional plot	per street/property	4%
Confirmation of Address to Conveyancers etc	46.50	48.50	per property	4%

SERVICE AREA: Law & Standards

Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Legal Services				
Local Land Charges Official Search (LLC1 and Con 29 R)	120.00	124.80	per search	4%
Optional questions	14 (for 20 out of 22 questions)	14 (for 20 out of 22 questions)	per search	
	17 (2 out of the 22 questions)	17 (2 out of the 22 questions)		
Solicitors own questions	27.00	28.08	per search	4%
Additional parcel fee (Con29 R)	27.04	28.12	per search	4%
Additional parcel fee (total)	27.00	28.08	per search	4%
Query re: personal search (dealing with errors etc)	27.00	28.08	per search	4%
Ceremony Charges for Naming and Vow Renewal Ceremonies				
Booking fee	70.00	70.00		0%
Mansion House - Monday to Thursday	325.00	340.00	per event	5%
Mansion House - Friday	380.00	399.00	per event	5%
Mansion House - Saturday (includes Premier Package)	415.00	435.00	per event	5%
Garden Room Wednesday	149.00	160.00		7%
Approved Venue - Monday to Thursday	440.00	460.00	per event	5%
Approved Venue - Friday	495.00	520.00	per event	5%
Approved Venue - Saturday, Sunday	530.00	555.00	per event	5%
Approved Venue - Bank holidays	600.00	600.00	per event	0%
Commemorative certificate packs	11.00	11.00	per pack	0%
Save the Date Fee	30.00	35.00	per request	17%
Approved Premise Licensing	1,800.00	1,800.00	per licence	0%
Citizenship Ceremony (individual)	100.00	105.00	per event	5%
Citizenship ceremony (additional relative)	50.00	50.00	per person	0%
Certificate Fees				
Certificate Search Fees				
Search 1 year either side of date				
Search a further 5 years	10.00	10.00	per request	0%
Search a further 10 years	18.00	20.00	per request	11%
Same Day Service				
Standard Certificate - premium for issuing certificate on same day	10.00	Delete - no longer in use	per certificate	
Short Certificate - premium for issuing certificate on same day	10.00	Delete - no longer in use	per certificate	
Certificate Postage Costs - "signed for" delivery				
Administration Charge - Registrar Certificate	2.00	2.00	per envelope	0%
Administration Charge - Superintendent Certificate	2.00	2.00	per envelope	0%
Same day service certificates *	37.00	37.00		0%
Regular service applications *	13.00	13.00		0%
<i>* These total charges are made up of 2 elements - the certificate (statutory fee for Priority or Regular service) plus postage - see sections above</i>				

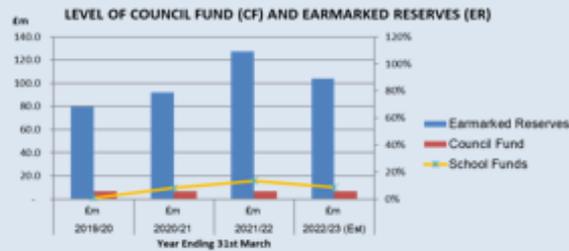
Income Source	22-23 Charge (exc VAT) £	Proposed 23-24 Charge (exc VAT) £	Unit of Charge (per hr / day etc)	% Increase
Ceremony Charges for Marriage and Civil Partnership				
Mansion House - Monday to Thursday	300.00	325.00	per event	8%
Mansion House - Friday	355.00	380.00	per event	7%
Mansion House - Saturday (includes Premier Package)	390.00	415.00	per event	6%
Garden Room Wednesday	0.00	149.00	per event	n/a
Approved Venue - Monday to Thursday	415.00	415.00	per event	0%
Approved Venue - Friday	470.00	470.00	per event	0%
Approved Venue - Saturday, Sunday	505.00	505.00	per event	0%
Approved Venue - Bank holidays	575.00	575.00	per event	0%
Register Office (simple ceremony)	46.00	46.00	per event	0%
Church/Chapel ceremony attendance	86.00	86.00	per event	0%
Legal notice of marriage or civil partnership	35.00	35.00	per notice	0%
Designated Office Notice	0.00	47.00	per notice	n/a
Certificate (issued at time of registration)	11.00	11.00	per certificate	0%
Certificate (issued within 28 days)	11.00	11.00	per certificate	0%
Citizenship Ceremonies	95.00	0.00	per event	-100%
Single Adult	35.00	0.00	per event	-100%
Same Day Service				
Certificate (from archive)	35.00	35.00	per certificate	0%
Regular Service				
Standard Certificate (from archive)	11.00	11.00	per certificate	0%
Short Certificate (from archive)	11.00	11.00	per certificate	0%
Legal Services				
Local Land Charges (LLC1 only)	6.00	6.00	per search	0%
Local Land Charges (Nlis LLC1))	4.00	4.00	per search	0%
Additional parcel fee (LLC1)	1.00	1.00	per search	0%

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Appendix 6 - Financial Resilience

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts

Level of Council Fund (CF) and Earmarked Reserves (ER)



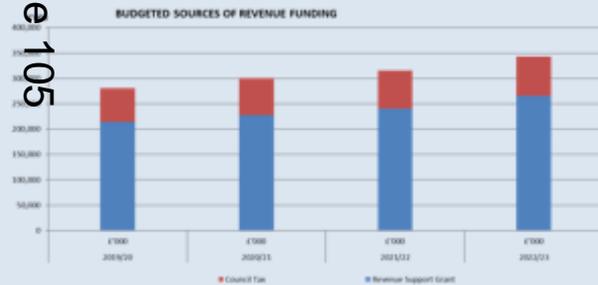
Level of Reserves

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 (Est) £m
Earmarked Reserves	78.5	92.2	127.2	103.8
Council Fund	6.5	6.5	6.5	6.5
School Funds	1.1	9.6	15.7	10.1

Budgeted Sources of Funding

Total Revenue Funding	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Revenue Support Grant	214,343	228,077	240,796	265,612
Council Tax	66,268	72,193	75,134	77,400

Budgeted Revenue Funding Split



Financial Performance and Ratios

Ratio	2018/2019 £'000	2019/2020 £'000	2020/2021 £'000	2021/2022 £'000	
Net Worth (Assets - Liabilities)	- 48,973	- 10,982	- 91,810	39,494	
Net Worth (exc Pension Liab.)	351,814	340,845	383,304	442,696	
Working Capital Ratio		1.08	1.03	1.56	1.77
Gearing Ratio		52.8%	51.9%	76.4%	104.1%

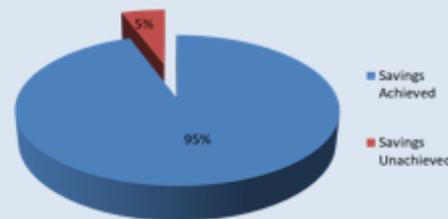
The figures below shows the 22/23 forecast position for both revenue and capital

2022/23 Revenue Forecast Position - December

Directorate	Current Budget £'000	Budget Forecast £'000	Variance £'000	Variance %
Children Services	28,185	31,027	2,842	10.1
Adult Services	59,264	58,885	- 379	(0.6)
Prevention & Inclusion	925	771	- 154	(16.6)
Finance	5,155	5,122	- 33	(0.6)
People, Policy & Transformation	14,271	14,496	225	1.6
Law & Standards	4,612	4,707	95	2.1
Housing & Communities	4,685	7,800	3,115	66.5
Environment & Public Protection	15,961	15,564	- 397	- 2.5
Infrastructure	12,104	13,917	1,813	12.5
Regeneration & Economic Development	5,813	5,624	- 189	(3.3)
Education	16,871	16,670	- 201	(1.2)
Schools	122,267	127,863	5,596	4.6
Total Directorates	289,213	302,146	12,933	4.5
Capital Financing	23,571	21,272	- 2,299	(9.8)
Contingency/ Provisions	6,715	4,050	- 2,665	(39.7)
Levies / other	24,528	23,275	- 1,253	(5.1)
Reserves / Transfer	(1,915)	(8,911)	- 6,996	(364.3)
Total Budget	343,812	344,132	320	0.1
C Tax deficit	-	250	250	-
Projected Over/ (Under) spend	343,012	344,382	1,370	0.4

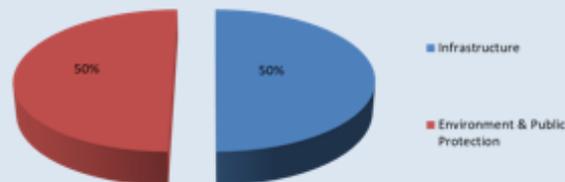
Revenue Savings Achieved and Unachieved (December 2022/23)

2022/23 REVENUE SAVINGS ACHIEVED AND UNACHIEVED



Analysis of Unachieved Savings

ANALYSIS OF UNACHIEVED SAVINGS - 2022/23



2022/23 Capital Forecast Position - December

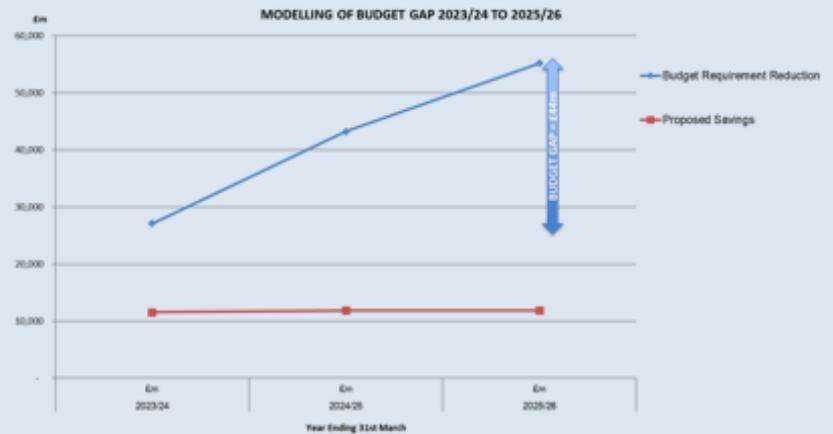
Directorate	Final Budget £'000	Budget Forecast £'000	Variance £'000	Spillage £'000	Variance (Under)/ Overspend £'000
Education	37,894	33,332	(4,562)	(4,561)	(1)
Environment & Public Protection	17,816	17,928	792	(116)	908
Housing & Communities	280	280	-	-	-
People, Policy & Transformation	2,493	2,333	(160)	(74)	- 86
Prevention & Inclusion	2,141	2,256	(115)	(88)	- 27
Regeneration & Economic Development	16,143	8,144	(7,999)	(7,200)	- 799
Adult Services	803	471	- 332	-	- 332
Children Services	403	516	113	-	113
Infrastructure	10,479	8,315	- 2,164	(2,166)	- 187
Total Budget	88,432	73,536	- 14,896	(12,540)	- 2,356

The tables below show the Medium Term Financial Plan (MTFP) and the risks facing the Council.

MTFP Scenario

	2023/24 £m	2024/25 £m	2025/26 £m
Financial Pressures	45,262	70,896	94,136
Technical adjustments	-	-	-
Financial Pressures	45,262	70,896	94,136
Funding reductions	- 18,186	- 27,637	- 38,909
Budget Requirement Reduction	27,076	43,260	55,227
Reserve transfers	563	563	563
Proposed Savings	11,561	11,845	11,845
Shortfall to requirement	16,078	31,978	43,945

Modelling of Budget Gap 2023/24 to 2025/26



Capital Expenditure & Need to borrow

Capital Expenditure	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Total capital expenditure	52.7	TBC	TBC	TBC
Capital Financing Requirement				
Investments or (new borrowing)	-	TBC	TBC	TBC
CFR	276.7	TBC	TBC	TBC

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APPENDIX 7 – Medium Term Financial Projections (MTFP)

	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Funding				
Base change in WG Revenue Support Grant (+3.5% in 23/24, +2.4% in 24/25 and 2.95% in 25/26)	(9,296)	(6,598)	(8,304)	(24,198)
Increased share of the total Revenue Support Grant due to data changes showing increased relative spending need	(2,565)	-	-	(2,565)
Increase in tax base - C.Tax @ 22/23 rate	(161)	-	-	(161)
C. Tax @ 9.5% pa	(7,368)	(3,397)	(3,533)	(14,298)
Less consequential increase in benefits	1,205	544	565	2,314
Change in Income/Funding	(18,186)	(9,451)	(11,272)	(38,909)
Revenue Investments / Increased Costs				
Pricing - Pay Inflation & Increments (non schools)	7,200	2,611	2,521	12,332
Pricing - Contract/ Income Inflation (non schools)	17,969	12,530	11,050	41,549
Pricing - Pay Inflation & Increments (schools)	4,503	4,116	5,259	13,878
Pricing - Contract/ Income Inflation (schools)	3,941	3,463	1,745	9,149
Demand - Schools	785	1,221	1,164	3,170
Standstill/ 'committed' position	34,398	23,941	21,739	80,078
Demand - Social Care	3,328	451	105	3,884
Demand - Other	3,500	336	11	3,847
Policy change	32	-	490	522
Investments - Inc. Corporate Plan Promise	-	-	300	300
Capital Financing - other	-	208	-	208
Other	4,004	698	595	5,297
Total Pressures	45,262	25,634	23,240	94,136
General budget transfer to / (from) Reserves	563	-	-	563
Gap Before Cost Reduction Plans	27,639	16,183	11,968	55,790
Cost Reduction - Transformation / Change Programme				
Cost reduction - new savings	11,561	284	-	11,845
Cost reduction - previously agreed savings	-	-	-	-
Total Savings	11,561	284	-	11,845
Balance - @ WG +3.5% and +2.4%	16,078	15,899	11,968	43,945

The MTFP represents the current budget position.

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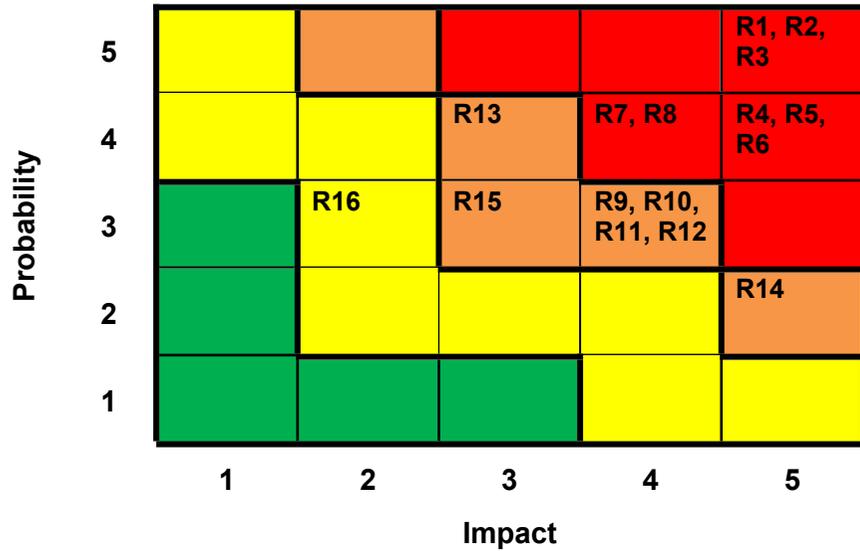
APPENDIX 8 – Projected earmarked reserves

Reserve	Balance at 31-Mar-22	Balance at 31-Mar-23	Balance at 31-Mar-24	Balance at 31-Mar-25
	£'000	£'000	£'000	£'000
Council Fund	(6,500)	(6,500)	(6,500)	(6,500)
Balances held by schools for future use	(15,737)	(10,141)	(10,141)	(10,141)
Earmarked Reserves:				
Music Service	(127)	(127)	(127)	(127)
Pay Reserve	(1,418)	(1,418)	(1,418)	(1,418)
Insurance Reserve	(1,162)	(1,162)	(1,162)	(1,162)
MMI Insurance Reserve	(602)	(602)	(602)	(602)
Education Achievement Service	(92)	(92)	(92)	(92)
Schools Redundancies	(1,098)	(967)	(967)	(967)
General Investment Risk Reserve <i>(see separate tab for detail)</i>	(2,631)	(2,759)	(2,495)	(2,231)
European Funding I2A & CFW	(1,398)	(1,315)	(1,315)	(1,315)
MTFP Reserve <i>(see separate tab for detail)</i>	(9,401)	(6,608)	(6,547)	(5,547)
GEMS Redundancies	(78)	(78)	(78)	(78)
Landfill (fines reserve)	(332)	(343)	(343)	(343)
COVID Risk Reserve	(1,820)	(1,820)	(1,820)	(1,820)
SUB TOTAL - RISK RESERVES	(20,159)	(17,291)	(16,966)	(15,702)
Capital Expenditure <i>(see separate tab for detail)</i>	(9,928)	(9,243)	(5,481)	(5,481)
Displacement Headroom	(10,279)	(1,062)	-	-
Capital Grants Unapplied	(3,210)	(3,210)	(3,210)	(3,210)
Transformation Plan Fund	(7,567)	(6,382)	(3,757)	(1,757)
Super Connected Cities	(170)	(42)	(42)	(42)
School Works	(27)	(27)	(27)	(27)
School Reserve Other	(929)	(929)	(457)	(457)
Schools ICT Sustainability	(50)	(50)	(100)	(150)
Feasibility Reserve	(54)	(51)	(51)	(51)
Chartist Tower	(256)	-	-	-
Usable Capital Receipts <i>(see separate tab for detail)</i>	(9,390)	(7,441)	(4,436)	(3,486)
Streetscene Manager Support	(11)	-	-	-
SUB TOTAL - ENABLING RESERVES	(41,871)	(28,437)	(17,561)	(14,661)
Municipal Elections	(180)	-	-	-
Local Development Plan	(515)	(478)	(273)	(144)
Strategic Development Plan	(110)	(165)	(220)	(275)
Glan Usk PFI	(1,607)	(1,506)	(1,378)	(1,221)
Southern Distributor Road PFI	(39,940)	(39,397)	(38,721)	(37,907)
Building Control	(124)	(163)	(163)	(163)
Loan modification technical reserve (IFRS 9)	(513)	(408)	(408)	(408)
Soft Loan interest equalisation reserve	(1,648)	(1,348)	(1,348)	(1,348)
Kingsway	(64)	-	-	-
SUB TOTAL - SMOOTHING RESERVES	(44,701)	(43,465)	(42,511)	(41,467)
Works of art	(21)	(21)	(21)	(21)
Theatre & Arts Centre	(232)	(232)	(232)	(232)
Environmental Health - Improve Air Quality	(49)	(49)	(49)	(49)
Apprenticeship Scheme	(7)	(7)	-	-
City Economic Development Reserve	(90)	(90)	(90)	(90)
Welsh Language Standards	(127)	(88)	(88)	(88)
Port Health	(20)	(20)	(20)	(20)

APPENDIX 8 – Projected earmarked reserves

Reserve	Balance at 31-Mar-22	Balance at 31-Mar-23	Balance at 31-Mar-24	Balance at 31-Mar-25
	£'000	£'000	£'000	£'000
Financial System Upgrade	(600)	(128)	(0)	(0)
SS Covid recovery	(563)	-	-	-
Events	(275)	(335)	(335)	(335)
Voluntary Sector Grants	(27)	-	-	-
IT Development	(53)	-	-	-
Joint Committee City Deal Reserve	(662)	(662)	(662)	(662)
Civil Parking Enforcement	(193)	(116)	(116)	(116)
Community Covid Recovery Fund	(500)	(500)	-	-
City Services – refurbishment & cleansing of open spaces	(19)	-	-	-
Green Recovery Task Force	(1,000)	(957)	(457)	0
Business Support	(81)	-	-	-
Business Development Grants	(250)	-	-	-
Community Occupational Therapy	(53)	(3)	(0)	(0)
Directly Managed Community Centres Maintenance	(50)	(50)	-	-
IT Infrastructure <i>(see separate tab for detail)</i>	(647)	(120)	-	-
PSB Contribution	(40)	(40)	(20)	-
COVID Reserve <i>(see separate tab for detail)</i>	(426)	(231)	(100)	-
Homelessness Prevention	(327)	-	-	-
Chief Education Grant	(568)	(92)	(92)	(92)
Home to School Transport - St Andrews	(499)	(69)	(0)	(0)
Housing Supply review	(25)	-	-	-
Anniversary tree planting / green canopy	(3)	(3)	-	-
Cariad Casnewydd	(170)	(166)	(100)	-
Community Gardening Schemes	(180)	(180)	(90)	-
Market Arcade owner contributions	(51)	(51)	(51)	(51)
Parks & Open Spaces	(2,500)	(1,300)	(400)	-
Discretionary Rate Relief	(900)	(727)	(342)	-
Domiciliary Care Service Capacity	(500)	-	-	-
Social Services PPE Reserve	(212)	-	-	-
St. Andrews Primary	(305)	(305)	(11)	-
Communications Corporate Requirement	(232)	(232)	-	-
Decarbonisation Projects	(90)	-	-	-
Prior Year Underspend - 21/22	(7,895)	(7,895)	(7,895)	(7,895)
SUB TOTAL - OTHER RESERVES	(20,442)	(14,669)	(11,171)	(9,651)
RESERVES TOTAL	(149,409)	(120,502)	(104,849)	(98,121)

Appendix 9 – Quarter 2 2021/22 Risk Heat Map



Corporate Risk Heat Map Key (Quarter 2 2022/23)	
R1 - Stability of Social Services Providers	R9 - Cyber Security
R2 - Pressure on Adult & Community Services	R10 - Schools Finance / Cost Pressures
R3 - Pressure on the delivery of Children Services	R11 - Demand for ALN and SEN support
R4 - Balancing the Council's Medium-Term budget	R12 - Educational Out of County Placements
R5 - Highways Network	R13 - Climate Change
R6 - Pressure on Housing and Homelessness Service	R14 - City Centre Security and Safety
R7 - Ash Die Back Disease	R15 - COVID-19 Pandemic Outbreak
R8 - Newport Council's Property Estate	R16 - Post EU Transition

Risk Score Profile between Quarter 3 2021/22 and Quarter 2 2022/23

Risk Reference	Risk	Lead Cabinet Member(s)	Lead Directorate / Service Area	Risk Score Quarter 3 2021/22	Risk Score Quarter 4 2021/22	Risk Score Quarter 1 2022/23	(Current) Quarter 2 2022/23	Target Risk Score
R1	Stability of Social Services Providers	Cabinet Members for Social Services	Social Services / Adult Services	25	25	25	25	6
R2	Pressure on Adult & Community Services	Cabinet Members for Social Services	Social Services / Adult Services	25	25	25	25	10
R3	Pressure on the delivery of Children Services	Cabinet Members for Social Services	Social Services / Children Services	20	20	20	25	6
R4	Balancing the Council's Medium-Term budget	Leader of the Council / Cabinet	Transformation & Corporate / Finance	9	9	12	20	10
R5	Highways Network	Cabinet Member for Infrastructure & Assets	Environment & Sustainability / Infrastructure	20	20	20	20	15
R6	Pressure on Housing and Homelessness Service	Cabinet Member for Strategic Planning, Regulation & Housing	Environment & Sustainability / Housing & Communities	16	20	20	20	6
R7	Ash Die Back Disease	Cabinet Member for Climate Change & biodiversity	Environment & Sustainability / Environment & Public Protection	16	16	16	16	6
R8	Newport Council's Property Estate	Cabinet Member for Infrastructure & Assets	Transformation & Corporate / People, Policy & Transformation	16	16	16	16	9
R9	Cyber Security	Cabinet Member for Organisational Transformation	Transformation & Corporate / People, Policy & Transformation	16	16	16	12	10
R10	Schools Finance / Cost Pressures	Deputy Leader & Cabinet Member for	Chief Executive / Education Services	12	9	9	12	6

Risk Reference	Risk	Lead Cabinet Member(s)	Lead Directorate / Service Area	Risk Score Quarter 3 2021/22	Risk Score Quarter 4 2021/22	Risk Score Quarter 1 2022/23	(Current) Quarter 2 2022/23	Target Risk Score
		Education & Early Years						
R11	Demand for ALN and SEN support	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	16	12	12	12	6
R12	Educational Out of County Placements	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	12	12	12	12	5
R13	Climate Change	Cabinet Member for Climate Change & Biodiversity	Environment & Sustainability / Environment & Public Protection	12	12	12	12	10
R14	City Centre Security and Safety	Cabinet Member for Infrastructure & Assets	Environment & Sustainability / Infrastructure	10	10	10	10	8
R15	COVID-19 Pandemic Outbreak	Leader of the Council / Cabinet	Transformation & Corporate / People, Policy & Transformation	20	16	12	9	6
R16	Post EU Transition	Leader of the Council / Cabinet	Transformation & Corporate / People, Policy & Transformation	12	12	12	6	10

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MTFP Budget Proposal – 2023/24 to 2025/26

Service Area	Children Services		
Proposal Title	A change in the funding arrangements for the Strategic Partnership with Barnardo's Cymru.		
Summary Description, Delivery Arrangements and Timescales	A Strategic Partnership between Newport City Council (NCC) and Barnardo's Cymru was established in 2011 which led to the development of the Newport Family Support Service. This proposal considers a reduction in the provision delivered by the Partnership to Children's Services. The services delivered will be remodelled with a focus on the areas of greatest need and efficacy.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES <input type="checkbox"/>	<input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	462		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	93		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	93		

Impact on FTE Count (Include vacant or filled)	3.7 FTE (filled)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES <input type="checkbox"/>	<input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<input type="checkbox"/>
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MTFP Budget Proposal – 2023/24 to 2025/26

Service Area	Children and Families Services		
Proposal Title	Restructure of the Family Time Supervised Contact Offer (CWTCH Centre)		
Summary Description, Delivery Arrangements and Timescales	The Cwtch Centre is a Newport City Council in house provision hosted in a Newport City Council asset which offers a Family Supervised Contact Service for children and families. The service is specifically provided for children in the care of the Local Authority predominantly for those involved in public law proceedings. The proposal is for consideration of a restructure with the closure of the Cwtch Centre and a reduction in the current offer of service.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	278		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	175		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	175		

Impact on FTE Count (Include vacant or filled)	7 FTE (filled)
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MTFP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Children Services			
Proposal Title	Oaklands and Short Break Provision re-modelling			
Summary Description, Delivery Arrangements and Timescales	Oaklands provide planned short breaks and care for children and young people with disabilities. The Service currently operates 7 days per week. The proposal includes consideration and options for a reduction in the number of days of operation.			
Decision Point (Please tick appropriate box)	Head of Service	<input type="checkbox"/>	Cabinet	<input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	485		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	193		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	193		

Impact on FTE Count	7.8 FTE (filled)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Children Services		
Proposal Title	Staffing across Children Services		
Summary Description, Delivery Arrangements and Timescales	Children’s social care provides support services from various staffing teams. This proposal considers the existing staffing, including the high number of vacancies and demands on the teams, and proposes reductions in the number of social work staff across the structure.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000’s)	2023/24 (£’000)	2024/25 (£’000)	2025/26 (£’000)
	435		
One-Off Implementation Costs (£000’s)			
	2023/24 (£’000)	2024/25 (£’000)	2025/26 (£’000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	8 FTE (vacant)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Adult Services
Proposal Title	Adult contracts: commissioned services
Summary Description, Delivery Arrangements and Timescales	<p>The aim of this proposal is to identify the expenditure committed to contracted services that could either be reduced, alternative funding found or ended on the 31 March 2023 in order to deliver a saving. These proposed changes do not impact on the Corporate plan and climate change requirements will not be affected.</p> <p>Newport City Council (NCC) offer several services, commissioned by Adult services to provide functions, such as information advice and assistance and support for wellbeing for Newport residents.</p> <ol style="list-style-type: none"> 1. <u>Grant Subsidy – Total Proposed Saving £159.9k</u> NCC will access grant funding to protect the ongoing provision of preventative services whilst delivering a reduction to the budget. 2. <u>Growing Space – Total Proposed Saving £95.7k</u> It is proposed that the adult services contract ceases on 31 March 2023 <p>Growing Space is a mental health service provider contracted to deliver a day service based at Tredegar Park. They are a horticultural project primarily, but offer a range of activities such as woodworking, cookery, arts and crafts, focused on the development of life and social skills and vocational and employability opportunities. There is a shop on site and they generate revenue through sales. There is a risk that the withdrawal of Adult services funding will impact the delivery of the service and access for citizens with mental health issues. Newport residents can self-refer to the project, but it is unclear of the effect of wider budgetary decision making on the ability of Growing Space to sustain current service levels in Newport.</p> <p>Health services have a role in providing support and services for all citizens with mental health concerns, from early intervention to significant term mental health needs.</p> 3. <u>Caerphilly County Borough Council (CCBC) Deputyship Service Contract – Total Proposed Saving £2.6k</u> It is proposed that this contract is reviewed and re-negotiated with a 10% reduction in the agreed contract value.

MTRP Budget Proposal – 2023/24 to 2025/26

	<p>This is a non-statutory deputyship service that is provided for Newport Citizens who require financial safeguarding of their monies, over and above the Appointeeship service. NCC does not provide this service. This service provides financial management for vulnerable citizens who have over £30k.</p> <p>4. <u>Caerphilly County Borough Council (CCBC) Emergency Duty Team (EDT) contract – Total Proposed Saving £27.4k</u></p> <p>It is proposed that this contract is reviewed and re-negotiated with a 10% reduction in the agreed contract value.</p> <p>This is a statutory function, and a regional service for Gwent. It ensures access to social services statutory functions are available 24/7, primarily the service focusses on child protection and mental health immediate concerns but is available for the breadth of social services functions and advice. The funding formula is based on contact by citizens.</p> <p>Option to consider withdrawal from the regional service will not provide any savings as we would be required to provide a 24/7 service which will be prohibitive financially and also due to the crisis in recruitment in social work will not be possible in the current workforce climate.</p> <p>It is proposed that we ask for a 10% cut in the service contribution requiring CCBC to look at the service provided and where it can accommodate the revised funding reduction or consider another funding formula, not based purely on contact.</p>			
	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)			YES	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	286		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Adult Services		
Proposal Title	Eligible care and support needs 1. Residential and Nursing Care 2. Community care providing packages of support for citizens to remain in their own homes		
Summary Description, Delivery Arrangements and Timescales	Adult services are committed to ensuring that citizens are provided with an assessment to determine if there are eligible needs that require the provision of support services. For residential and nursing care, Newport offers 24 hour services both internally through 3 residential care homes and with 28 commissioned services through the private sector. For community care, Adult services commission 26 domiciliary care agencies to provide packages of care and support for citizens resident in their own homes or living with families, to maximise their independence and assist with personal care. This proposal seeks to ensure care is provided appropriately and fairly. All care will be reviewed and considered and where necessary changes will be implemented.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	468		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Adult Services		
Proposal Title	Provision of community services to support residents with a learning disability		
Summary Description, Delivery Arrangements and Timescales	<p>Adult services provide a variety of commissioned services for citizens over the age of 18 who have a learning disability. In order to live dependent lives or continue living with their families, this group of citizens require care and support structured to meet their individual needs.</p> <p>This proposal outlines reviewing all the elements of care in each individual package and restructuring the care offered.</p>		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	308		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Adult Services		
Proposal Title	Short breaks service for older adults (formerly known as day opportunities).		
Summary Description, Delivery Arrangements and Timescales	After an initial halt during the pandemic, a new way of operating day services for older adults commenced with outreach support provided in people’s homes or in the community. Once restrictions eased, a small facility-based service began to operate from an in-house residential home to complement the outreach provided. The re-modelled service has been re-named the short breaks service – the good practice term for supporting unpaid carers. This proposal considers service changes to focus on offering short breaks for older adults and their carers where there is the greatest need.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	613		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	519		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	519		

Impact on FTE Count	20.8 FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Adult Services		
Proposal Title	Restructuring of Adult Social Care with changes to staffing		
Summary Description, Delivery Arrangements and Timescales	Adult social care provides support services from a number of staffed teams. This proposal is part of a review of the existing structures and work on a medium-term transformation of Adult Services. A reduction in the number of staff across the teams is part of this work.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	419		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	200		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	200		

Impact on FTE Count	8 FTE (1 vacant)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Communities and Housing		
Proposal Title	Library and Adult Community Learning Services		
Summary Description, Delivery Arrangements and Timescales	The COVID pandemic has changed how citizens use libraries in Newport. There has been a significant increase in digital borrowing, whilst visits to, and loans from all our sites have fallen. Whilst there has been some move back towards pre-Covid levels of use at certain sites, at other sites, including those Newport City Council operates as shared locations, have seen a large reduction in use. This, along with anticipated increase in utilities costs, makes a review of the existing offer and opening hours necessary.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES <input type="checkbox"/>	<input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	110	15	
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	63		
Revenue – Other			
Capital – Building related	25		
Capital – Other			
Implementation Cost - Total	88		

Impact on FTE Count	2.5 FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES <input type="checkbox"/>	<input type="checkbox"/>	NO <input type="checkbox"/>	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Housing and Communities		
Proposal Title	Reduce financial support to the Shop Mobility scheme in 2023-24.		
Summary Description, Delivery Arrangements and Timescales	To reduce financial support for Shop Mobility from £17k to £10k for 2023-24. This will generate savings within the Community Cohesion Budget and will be delivered from March 2023.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	7		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment & Public Protection			
Proposal Title	Community Safety Warden Service Restructure			
Summary Description, Delivery Arrangements and Timescales	As part of the Environment and Community element of Public Protection, the Council has a Community Safety Warden Service that operates 7 days a week and covers a range of functions. They deliver discretionary enforcement work but also provide support for some statutory functions. The proposal includes consideration and options for a review of the service, which will involve changes/reductions to interventions regarding low level antisocial behaviour issues and service delivery of the noise nuisance function. Implementation from 1 April 2023.			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	169		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	127		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	127		

Impact on FTE Count	7.46 FTE (5.46 filled; 2 vacant)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public protection		
Proposal Title	Increased fees and charges within Environment and Leisure Services		
Summary Description, Delivery Arrangements and Timescales	<p>Introduction of higher fees and charges for services provided within the Environment and Leisure services including Parks, Cemetery, Countryside and Grounds services.</p> <ul style="list-style-type: none"> Increased Charges are on services where the Authority has seen significant increases in the supply chain for either the purchase of goods or operational costs such as maintenance, energy or fuel and has to pass these onto the customer; Increased charges where these have been benchmarked against service provision elsewhere within the authority and/or other neighbouring local authorities. <p>These new charges will be implemented from the 1 April 2023.</p>		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	71		
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	X
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public protection		
Proposal Title	Introduce parking charges to four park and countryside car parks		
Summary Description, Delivery Arrangements and Timescales	<p>To install pay and display meters in:</p> <ul style="list-style-type: none"> • Glebelands • Christchurch (Local Nature Reserve) viewing point • Morgans Pond (off Bettws Lane) • Bettws Lane (opposite High School) <p>Income generation will allow a reduction in the budget. This proposal will be undertaken as a third phase following the successful installation in Belle Vue park in 2018/19, Tredegar Park and Fourteen Locks in 2019/20.</p> <p>In order for implementation to take place from April 2023, parking meters would need to be ordered well in advance, and process to issue all legal notices to enable car park enforcement would need to be started soon.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input type="checkbox"/>	Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	50		
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other	69		
Implementation Cost - Total	69		

MTRP Budget Proposal – 2023/24 to 2025/26

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public Protection		
Proposal Title	Household Waste Recycling Centre - Charging for non-household waste		
Summary Description, Delivery Arrangements and Timescales	Household Waste Recycling Centres (HWRC) need to accept household waste free of charge as the cost of collection and recycling / disposal is met through Council Tax charges. Although not required to, Newport City Council also accepts construction waste and DIY materials at the HWRC as these are commonly produced by residents. The Council incurs additional charges to handle and recycle these types of wastes and a small fee is proposed to offset these charges. Fees would be in place from 1 st April 2023, payable at the time of booking an appointment to attend the HWRC through the current booking system		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	62		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public Protection		
Proposal Title	Charge for replacement (residual waste) bins		
Summary Description, Delivery Arrangements and Timescales	To charge residents that request replacement of residual waste bins. Implementation in April 2023.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	40		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public Protection		
Proposal Title	Domestic Residual and Garden Waste Collection – 3 Weekly Collections		
Summary Description, Delivery Arrangements and Timescales	To move from alternate week domestic residual and garden waste collections to 3 weekly collections, in order to reduce cost and increase the recycling rate to achieve 70% by 2025		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	160	160	
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other	333	83	
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	6.75 FTE – mixture of vacant posts and agency cover, 4 new FTE created
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Infrastructure			
Proposal Title	Changes to Operational Practice and Procedures			
Summary Description, Delivery Arrangements and Timescales	<p>Reduction in the Levels of Water Management and Drainage Operational Service This business case proposes the reduction of the water management and drainage maintenance service by 2 FTE operatives and one vehicle. This will deliver savings against the staffing budget together with the revenue cost associated with the running of vehicles and associated maintenance materials.</p> <p>Withdrawal of One Gully Emptying Vehicle and Crew from the Drainage Service This business case proposes the reduction of the gully emptying service by 2 FTE operatives and one vehicle. This will deliver savings against the staffing budget together with the revenue cost associated with the running of the vehicle</p>			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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PART ONE

Combined Savings

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Amendments to operational practices and procedures	180		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	100		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	100		

Impact on FTE Count	4 FTE
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Infrastructure
Proposal Title	Streetlighting Switch off 00:00 to 06:00 (excluding safety critical sites) and Reduction in Maintenance
Summary Description, Delivery Arrangements and Timescales	<p>Streetlighting Switch Off NCC currently maintains 19,000 street lighting luminaire assets across the City. Currently 50% of all street lighting operates on a part time basis whereby alternate lights switch off between midnight and 06:00 hrs with a view to reducing energy overnight when the highway usage is minimal.</p> <p>This business case proposes that, with the exception of safety critical sites identified by road safety audits, all streetlights citywide are switched off during the hours between midnight and 06:00 hours in the interests of achieving energy and carbon emissions savings.</p> <p>To deliver the savings, there is a requirement to carry out safety audits of every street and location to ensure a robust risk assessment process has been undertaken and any risks identified are mitigated.</p> <p>The project will reduce the carbon emissions from the streetlighting electricity we use by 198,548 kgCO2 (198.5 tonnes) or around 21% of our current streetlighting total per year. This represents a reduction in the emissions from all of the electricity that the council uses (for all purposes) of 5.2%.</p> <p>Reduction in Maintenance of lighting assets</p> <p>Local Highway Authorities have powers but no duty to provide street lighting. However, when it is provided, there is a statutory duty to maintain it.</p> <p>NCC currently maintains 19,000 street lighting luminaire assets across the City plus all associated cabling etc.</p> <p>All defects are assessed for repair in accordance with the councils Highway Asset Management Plan and Maintenance plan, which sets out the speed of repair based on risk to the highway user.</p> <p>This business case proposes that the reactive maintenance budget (£365k in 2022/23) is reduced by £100k to secure a saving on the levels of maintenance undertaken each year. This will require a comprehensive review of how we risk manage our assets to ensure that only low risk/ low impact maintenance is deferred.</p> <p>Statutory patrolling, structural and electrical testing will not be affected by this business case.</p>

MTRP Budget Proposal – 2023/24 to 2025/26

Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓
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Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Streetlighting Switch Off Energy Saving based on 35p/kwh	200	70	
Reduction in Maintenance	100		
Total	300	70	

One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other	350	52	
Capital – Building related			
Capital – Other			
Implementation Cost - Total	350	52	

Impact on FTE Count	
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	Yes	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Infrastructure			
Proposal Title	Fees and Charges – Fees increased by 10% rather than the standard 4%			
Summary Description, Delivery Arrangements and Timescales	<p>Proposal This proposal sets out the fees and charges made by the Infrastructure service area in carrying out its statutory duties, that have been identified as appropriate for the application of an increased annual price uplift over and above the standard annual 4% by a rate of 10%.</p> <p>The additional charges are applied to ensure the authority continues to deliver a sustainable service by recovering all its incurred costs for statutory and discretionary functions.</p> <ol style="list-style-type: none"> 1) Highways and Engineering 2) Assets and Planning which includes highway development control and Sustainable urban Drainage (SuDS) Approving Body (SAB) <p>Whilst some charges are nationally set by Welsh Government or various governing bodies, the rates subject to the increase in this business case are set by the local authority to ensure all incurred costs are fully recoverable through the setting of the charge.</p> <p>Increasing the fees and charges by a figure of 10% rather than the standard 4% is anticipated to generate an additional income of £40k.</p>			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	40		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Law and Standards		
Proposal Title	Reduce Staffing levels in the Registration Service		
Summary Description, Delivery Arrangements and Timescales	This budget proposal sets out options to reduce the staffing levels and deliver budget savings for the Registration Service up to a maximum of £54k. The proposals could be implemented as soon as possible following approval to deliver all or most of the savings within 23/24, depending on the preferred option, the length of the staff consultation period and any compulsory redundancy process. Part of the proposal includes a small investment in the IT system but the delivery of the staffing savings is not dependent on the investment in IT as that would simply mitigate the impact of reducing numbers of administrative staff.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES <input type="checkbox"/>	<input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	54		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	50		
Revenue – Other	13		
Capital – Building related			
Capital – Other			
Implementation Cost - Total	63		

Impact on FTE Count	Up to 2 FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES – A full FEIA may be required for Option 3 or 4 as that will have a direct impact on appointment <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

	<i>times for registrations of births, deaths and marriages</i>			
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance		
Proposal Title	Reducing opening times in Customer Services with move to more self-service		
Summary Description, Delivery Arrangements and Timescales	<p>Reducing current opening hours across, phone, face to face and Main Reception channels. This reduces as follows:</p> <ul style="list-style-type: none"> • City contact centre: no change • Face to Face meetings: from 8.30am-5pm, 4 days per week currently to 8am-2pm/12am-6pm/10am-4pm, 3 days per week • Civic reception: from 8am-9pm currently to 8am-6pm, 4 days per week and 8am – 9pm, 1 day per week <p>The changes in Civic Reception should have no practical impact as there will still be four late evening which is sufficient to accommodate current usage in the evenings. No change in the Contact Centre will ensure that the Council is able to support the move to more self-service and on-line enquiries and service requests. Changes in face to face customer services will result in longer waiting periods for appointments but the revised opening times accommodates earlier and later availability to ensure a good spread of access.</p>		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	53		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	41		
Revenue – Other	73.4	73.4	
Capital – Building related			
Capital – Other			
Implementation Cost - Total	114.4	73.4	

Impact on FTE Count	1.62 FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES – FEIA would need to be completed following consultation	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance			
Proposal Title	Switching off phone and face to face channels for some transactions.			
Summary Description, Delivery Arrangements and Timescales	To switch off phone and face to face channels for some transactions and reduce the resource in the Customer Services team. The proposal also includes a joint saving with Digital to end the contract for call recording within the Contact Centre.			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	97		
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	63		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	2.5 FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES – FEIA would need to be completed following consultation	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services			
Proposal Title	To Reduce Local Authorities (LA) Core Contributions to the Educational Achievement Service (Regional School Improvement Service)			
Summary Description, Delivery Arrangements and Timescales	<p>The EAS provides an equitable School Improvement Service to all local authorities in the region (Newport, Torfaen, Caerphilly, Monmouthshire and Blaenau Gwent). Recommended core contributions were established as part of Welsh Government directed reforms in 2012. These are proportionate to the size and population of each individual local authority. Currently Newport pays £790k for 2022-23. This proposal is to reduce this core contribution by 20% saving between £158k in 2023-24.</p> <p>This reduction is the first of its kind and further regional partnership work need to be explored to find out the specific outcome. In all scenarios this would result in a reduction in the support of EAS School Improvement work for Newport's 57 schools.</p>			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	158		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	Unknown, as this is within the EAS structure.
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Educational Psychology Savings Proposal		
Summary Description, Delivery Arrangements and Timescales	This proposal describes the options for a reduction in staff costs associated with the Education Psychology Service equating to savings of £60.2k for the 2023/24 financial year. The reduction of staffing will reduce the LA ability to meet its statutory requirements in relation to the Additional Learning Needs and Educational Tribunal Act (Wales) 2018 and the Additional Learning Needs Code for Wales 2021 which will impact on children with additional learning needs and their families.		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	60		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	Currently we have a Principle Educational Psychologist 0.8 FTE, a Senior Psychologist 0.6 FTE and 3.2 FTE Educational Psychologists (4 staff). The proposed reduction of 0.8 FTE Educational Psychologists will leave a total of 3.8 FTE budgeted posts.
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	10% Reduction in Core Contributions to SenCom Regional Services (Sensory & Communication Support Services)		
Summary Description, Delivery Arrangements and Timescales	<p>The sensory communication team (SENCOM) is an outreach service designed to support pupils with Hearing Impairment (HI), Visual Impairment (VI) and Speech, Language and Communication Difficulties. All five LAs in the region are currently served by SENCOM and each makes a contribution to the running costs on an annual basis with Torfaen hosting SENCOM. Newport's current contribution to the service is £651k per year.</p> <p>The current Gwent wide SENCOM budget stands at £2,430k.</p> <p>Given that council wide services have significant levels of savings to acquire, it would be appropriate to request that regional services make at least equivalent efficiencies.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input type="checkbox"/>	Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	67		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	Potential cost unknown at present		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	Unknown as the cost saving can be determined by the Head of SenCom. However as Newport pays 27% of the regional costs, it is also required to pick up to 27% of associated regional redundancy contributions.
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Regeneration and Economic Development			
Proposal Title	Newport Live Management Fee			
Summary Description, Delivery Arrangements and Timescales	<p>This proposal centres on a reduction in the annual management fee paid to Newport Live for the operation of leisure services across the city. Separate payments are made towards energy costs and for repairs and maintenance for each of the sites within their estate. The current annual management fee for 2022/23 is £2,170,000.</p> <p>When the trust was incorporated in 2014, a Funding and Management Agreement was put in place to govern the relationship between the Trust and Newport City Council. The Agreement included a commitment to reduce the Management Fee by 2020. This reduction has not been achieved to date, albeit with some justification due to the disruption wrought by the pandemic.</p> <p>In light of the budgetary challenge presenting across public services, and the efficiencies which will be achieved with the Council’s significant investment into the proposed new leisure centre, it is appropriate to seek the reduction in this Management Fee. This new facility is intended to deliver a modern, vibrant offer that requires less intensity of management and will potentially be both far more welcoming and commercially viable for the Trust to operate. Delivering this new offer necessitates the closure of the existing Newport Centre and the management fee reduction is linked to the window within which the Newport Centre is closed and the new leisure centre opens on the Expansion Land.</p> <p>It is not possible to disaggregate the Management Fee paid in relation to the operation of the Newport Centre, however the age and configuration of the facility mean that it is intensive to open and manage efficiently. The proposal is therefore to use this closure period to implement a budget reduction of 10% to the forecast Management Fee payable to Newport Live (£217k), in line the budget reduction expectation set forth in the Funding and Management Agreement.</p> <p>Finally, this proposal recommends that further work be undertaken to support Newport Live to implement a more formalised Business Planning process, again in line with the expectations set forth in the Funding and Management Agreement. As part of this process, we will engage with Newport Live to understand what further opportunities exist to reduce the Management Fee and increase revenue into the Trust. The contract between the Council and Newport Live sets out the change process for implementing any permanent change to the Management Fee along with the obligation to engage in this Business Planning process.</p>			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	217	TBC	TBC
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Non Service																										
Proposal Title	Increase in Council Tax																										
Summary Description, Delivery Arrangements and Timescales	<p>A base 4% increase is already included in our medium term financial projections each year. Whilst a range of council tax increases are being consulted upon, the position and figures set out within the budget report are based on 9.5% increase for 2023/24.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Percentage Increase</th> <th>9.5%</th> </tr> </thead> <tbody> <tr> <td>Newport Band D Tax 2023/24</td> <td>£1,392.85</td> </tr> <tr> <td>Increase per annum</td> <td>£120.84</td> </tr> <tr> <td>Increase per week</td> <td>£2.32</td> </tr> </tbody> </table> <p>It is well documented that Newport's council tax is low compared to others in Wales, generating approximately 23% of our income. Newport continues to be one of the lowest council tax levels in Wales.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2">Comparison with existing Band D Council Tax (rounded) Current year (2022/23) before any increase</th> </tr> </thead> <tbody> <tr> <td>Caerphilly</td> <td>£1,254</td> </tr> <tr> <td>NEWPORT</td> <td>£1,272</td> </tr> <tr> <td>Cardiff</td> <td>£1,335</td> </tr> <tr> <td>Wrexham</td> <td>£1,372</td> </tr> <tr> <td>Torfaen</td> <td>£1,449</td> </tr> <tr> <td>Swansea</td> <td>£1,462</td> </tr> <tr> <td>Monmouthshire</td> <td>£1,477</td> </tr> </tbody> </table> <p>The Welsh Government uses the Standard Spending Assessment (SSA) to calculate the level of spending required to deliver a 'standard level' of service in each council area. However, our actual spend is well below our SSA (around £12.4m in 2022/23), which is mainly due to our low level of council tax funding.</p>			Percentage Increase	9.5%	Newport Band D Tax 2023/24	£1,392.85	Increase per annum	£120.84	Increase per week	£2.32	Comparison with existing Band D Council Tax (rounded) Current year (2022/23) before any increase		Caerphilly	£1,254	NEWPORT	£1,272	Cardiff	£1,335	Wrexham	£1,372	Torfaen	£1,449	Swansea	£1,462	Monmouthshire	£1,477
Percentage Increase	9.5%																										
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Torfaen	£1,449																										
Swansea	£1,462																										
Monmouthshire	£1,477																										
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>																								

Public Consultation Required (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	3,584		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	n/a
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Children Services		
Proposal Title	Miscellaneous budget savings		
Summary Description, Delivery Arrangements and Timescales	Savings of £25k have been sourced through small changes to the premises related costs and minor changes to provisions.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	25		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Prevention and Inclusion		
Proposal Title	Review of the Prevention and Inclusion Service		
Summary Description, Delivery Arrangements and Timescales	Prevention and Inclusion propose to redistribute external funding streams to maintain existing service delivery. Prevention and Inclusion has identified 3 specific areas where we could reduce the core budget and absorb within allocated external grant funding to the service area. These changes have no detrimental impact on front line service delivery or posts and contribute to a wider smarter use of external funding streams. This proposal can be implemented from April 2023.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	92		
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Housing and Communities		
Proposal Title	Increasing housing related support, move on opportunities and the effectiveness of housing management in Temporary Accommodation (TA).		
Summary Description, Delivery Arrangements and Timescales	Newport City Council (NCC) currently has c.400 people living in temporary accommodation (TA) placed under homelessness accommodation. NCC is unable to recover the full cost of providing TA from housing benefit and housing services pay the shortfall. This proposal sets out how NCC will reduce unrecoverable expenditure on TA by providing people with more housing related support (funded separately through a grant) and increasing opportunities to move-on		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	296		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public Protection		
Proposal Title	Cemeteries team restructure		
Summary Description, Delivery Arrangements and Timescales	The aim of this project is to restructure the cemeteries team by creating two distinct and managed teams of four staff who can respond to works at the separate sites simultaneously. This will allow for a reduction in overall costs by reducing the number of operatives, while mitigating the impact of a reduction in resources.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	61		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	2x vacant posts lost 1x post enhanced from grade 5 to 6
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public Protection		
Proposal Title	Increased income in Trading Standards		
Summary Description, Delivery Arrangements and Timescales	<p>The Trading Standards teams generate income via different activities linked to investigations and issue of licences. It has been identified that there are opportunities to maximise some of those income streams, which will generate an extra income of 48k per annum.</p> <p>Implementation from 1 April 2023</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	48		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Environment and Public Protection		
Proposal Title	Changes to recycling containers		
Summary Description, Delivery Arrangements and Timescales	<p>Change to configuration of the recycling containers used for collection of domestic waste, in order to reduce the cost of receptacles and enhance the segregation of glass, aligning with forthcoming Welsh Government changes to commercial waste regulations.</p> <p>The proposal keeps the number of recycling containers the same, but replaces one kerbside box with a larger flexible reusable bag. Paper and card will be collected in the new bag, whilst glass and electrical items will be collected from the remaining box. Plastic and cans will continue to be collected from the red bag.</p> <p>Implementation from April 2023</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	45		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other	255		
Capital – Building related			
Capital – Other			
Implementation Cost - Total	255		

Impact on FTE Count	No impact on FTE count
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Infrastructure		
Proposal Title	Repurposing of Usk Way Plaza Fountains and Water Feature		
Summary Description, Delivery Arrangements and Timescales	<p>Current Position This feature is situated within the Usk Way Plaza between the Millennium footbridge and the main gateway to Friars Walk.</p> <p>It consists of a number of small fountains, a series of stepped stilling ponds together with submerged lighting.</p> <p>It is proposed that the feature is disconnected from all utilities, drained and all electrical components and lighting removed. The stilling ponds will then be converted to low level, low maintenance planting beds which will be in keeping with the existing planting scheme within the area and in support of the city's Bee Friendly Status and will require a small amount of funding which will slightly offset the energy saving.</p>		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet <input checked="" type="checkbox"/>

Public Consultation Required (Please tick appropriate box)	YES <input type="checkbox"/>	<input type="checkbox"/>	NO <input type="checkbox"/>	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Repurpose of feature into planting beds. It is proposed that the feature is disconnected from all utilities, drained and all electrical components and lighting removed. The stilling ponds will then be converted to low level, low maintenance planting beds which will be in keeping with the existing planting scheme within the area and in support of the city’s Bee Friendly Status

Net Savings (£000’s)	2023/24 (£’000)	2024/25 (£’000)	2025/26 (£’000)
Energy and Maintenance Saving Through Repurposing	40		
One-Off Implementation Costs (£000’s)			
Revenue – Redundancy/Pension			
Revenue – Other	24		
Capital – Building related			
Capital – Other			
Implementation Cost - Total	24		

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)			NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Infrastructure
Proposal Title	Withdrawal of Reen / Watercourse Maintenance and Rural Hedge Cutting
Summary Description, Delivery Arrangements and Timescales	<p>Reen / Watercourse Maintenance</p> <p>The Council has duties under the Land Drainage Act 1991, Flood and Water Management Act 2010 and Highways Act 1980 to manage water and drainage systems and address/prevent flooding. It also has duties as Lead Local Flood Authority with duties to undertake monitoring and enforcement action for noncompliance by riparian owners.</p> <p>There continues to be locations where the council maintains sections of watercourses that are the responsibility of private landowners / house owners. These have become “legacy” sites where riparian owners refuse to accept responsibility and in the interests of general flood prevention, the authority ensures the courses are adequately maintained.</p> <p>Typical example would be where a watercourse runs between the rear of two streets and under riparian law, each property owner is responsible for their section of watercourse up to its centreline.</p> <p>Annual programmed visits are undertaken to clear debris and often fly tipping from the watercourse to ensure it remains free flowing and the risk of flooding caused by an artificial obstruction in the channel is reduced.</p> <p>This business case proposes that all maintenance works to private watercourses where the owners have been identified and refuse to acknowledge their riparian responsibilities, is withdrawn.</p> <p>Prior to the withdrawal, the authority will write to each owner reaffirming their duty to maintain and the likely enforcement action by the authority should they fail to meet their duty.</p> <p>Rural Hedge Cutting</p> <p>Newport has traditionally carried out cyclic hedge flailing at rural sites that closely abut the adopted highway in the interests of safety, to ensure unobstructed passage and visibility for drivers and pedestrians is maintained. Many rural lanes tend to be either single track routes or carry posted speed limits in excess of 40mph. Therefore, with limited passing facility and limited footway provision, any overgrowth has the capacity to obstruct both access and visibility for all highway users.</p>

MTRP Budget Proposal – 2023/24 to 2025/26

	This business case proposes the withdrawal of the seasonal hedge cutting service in rural areas where the hedges closely abut the adopted highway.		
Decision Point (Please tick appropriate box)	Head of Service	✓	Cabinet

Public Consultation Required (Please tick appropriate box)	YES		NO	✓
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Reen / Watercourse Maintenance	10		
Rural hedge cutting	20		
Total	30		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)			NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Law and Standards		
Proposal Title	Reorganisation of Corporate Administration and Legal Support		
Summary Description, Delivery Arrangements and Timescales	<p>To reorganise the Legal support service, transfer back the administrative work being carried out for other service areas and to reduce staffing levels.</p> <ol style="list-style-type: none"> 1. Removal of vacant post. Implementation once agreed. 2. Replacement of Assistant Solicitor Post with Trainee Solicitor. Implementation already in place. 3. Reduction in hours of one team member. Implementation within the next three months. 4. Reduction of stationery budget from £7k to £4k. 5. Removal of the Corporate Administration service from the Law and Standards service area, to be replaced with a Law and Standards administration team, providing financial, administrative and school admissions appeals support to the Law and Standards service. <p>Financial and administration services for other service areas will have to be transferred back and carried out by existing administrative support staff within those service areas. This will have workload implications for those other service areas, but it will not have a direct or significant impact on the delivery of legal services. The work that would have to be carried out by other service areas would include cashiering services, processing of iProc orders and the administration of Fixed Penalty Notices on behalf of Environment & Public Protection</p> <p>Implementation of this proposal will reduce the number of administrative support staff required within this team, to include the removal of the Corporate Administration supervisor role. This will deliver staffing savings for the Law and Standards budget</p> <p>This proposal would provide a saving to the service area and to Newport City Council as a whole and it should be possible for implementation to take place within financial year 23/24 albeit there will need to be a handover period to the departments who will be required to take back these functions and undertake them for themselves.</p>		
Decision Point (Please tick appropriate box)	Head of Service	✓	Cabinet

Public Consultation Required (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	97		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	40		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	40		

Impact on FTE Count	1.6 FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Law and Standards		
Proposal Title	Democratic Services		
Summary Description, Delivery Arrangements and Timescales	This proposal is about reducing the resource in Democratic Services.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	37		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	Reduction of 1 FTE at Grade 5. There are two job share posts, one of which will be vacant at the time of the savings. The vacant post will be 0.4 FTE. The other 0.6 FTE is temporarily occupied until the outcome of the savings proposals are confirmed.
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Digital Contracts Review and Service Re-design		
Summary Description, Delivery Arrangements and Timescales	<p>Digital Services has a budget for a number of contracts for IT services and other digital areas including public W-Fi. It is proposed to review these contracts, rationalise systems where possible and likely redesign the public Wi-Fi provision to reduce costs with the aim of little impact on service delivery.</p> <p>The business case proposes to reduce a range of contract payments, and to restructure the service estimated at 1.4 posts reducing our digital and development capacity. This also reduces costs through reduction of insight tools for Newport Intelligence Hub (NIH).</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	288		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	25		
Revenue – Other	Potential for additional Wi-Fi equipment		
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	1.4 FTE (0.4 vacant)
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	IT Service Contract Reduction		
Summary Description, Delivery Arrangements and Timescales	<p>The Council is part of a partnership for its IT service called the Shared Resource Service (SRS).</p> <p>The proposal is to work in partnership with SRS to review IT service delivery with the aim of reducing costs by contract review and service re-design. There may be some impact on IT service delivery, but the aim would be to keep this impact to a minimum by an effective review and due to benefits expected from the SRS data centre migration.</p>		
Decision Point (Please tick appropriate box)	Head of Service		Cabinet
			Formal boards and contract amendment.

Public Consultation Required (Please tick appropriate box)	YES		NO	✓
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	290		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension	Possible through SRS contract		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Laptop Refresh Cycle Extension		
Summary Description, Delivery Arrangements and Timescales	<p>Proposal to extend the time between laptop refresh cycles for staff and members by reducing the PC replacement budget. This will mean that equipment will be kept for longer.</p> <p>Whilst laptops generally last well, this will mean staff and members may have slightly older equipment at times. There has been an accelerated refresh cycle in recent years so the full impact of this reduction would not likely happen for a further two to three years onwards.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	20		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Reduce Grants and Contracts - Newport Live Discretionary Grant and Newport Youth Council Support Contract		
Summary Description, Delivery Arrangements and Timescales	Reduce grants and contracts payments (current recipient Newport Live by £28k over two years). This is through a removal of a discretionary grant, contributing to preventions activities at £13k and also to bring back in house the Newport Youth Council contract of £15k. Both payments are to Newport Live.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	18	10	
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Remodel Policy and Partnership Structure and Welsh Language Arrangements		
Summary Description, Delivery Arrangements and Timescales	<p>To reduce staffing levels supporting policy work and partnerships, merging two roles and utilising grant contributions.</p> <p>To remove financial contribution to regional community safety partnership work and to utilise Office of the Police and Crime Commissioner (OPCC) funding to fully fund Partnership Officer, removing the Council funding contribution to this work.</p> <p>Remodel the support for translation provided to reduce external Welsh language translation costs</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	62		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	Additional 1.0 FTE
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation			
Proposal Title	Newport Norse JV rebate			
Summary Description, Delivery Arrangements and Timescales	Cost reduction to support service delivery achieved through an increased rebate.			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	X

Public Consultation Required (Please tick appropriate box)	YES		NO	✓
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	238		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Budget Saving on the Entry Points Scheme, Graduate Scheme and Organisational Development		
Summary Description, Delivery Arrangements and Timescales	The proposal is to reduce the Entry Point budget by up to £70k, reduce the Graduate scheme by one post £41k, and the learning and development budget by £32.5k.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	144		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost – Total			

Impact on FTE Count	Up to 5 posts (vacancies)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Budget saving through HR restructure		
Summary Description, Delivery Arrangements and Timescales	The proposal is to reduce the Human Resources and Organisational Development (HR&OD) budget by £30k by deleting the full time equivalent post from the structure and to review health and safety cost reduction and income generation opportunities.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	30	24	
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	1.0 FTE (vacant)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Improved Asset Management and Income Generation		
Summary Description, Delivery Arrangements and Timescales	This proposal will introduce several different ways that Newport City Council (NCC) can better utilise its property estate and increase its ability to generate income. As well as draw out efficiencies where possible to create savings, following our work towards the 'New Normal'. These savings will be included in the 2023/24 financial year.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24	2024/25	2025/26
	142		
One-Off Implementation Costs (£000's)	2023/24	2024/25	2025/26
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Business Improvement / Transformation Restructure		
Summary Description, Delivery Arrangements and Timescales	To reduce the number of staff and/or external resources who deliver large and complex project work across the Council. These staff are currently based in or managed by the corporate centre.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	61		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	25		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	Potentially 1+ FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	People, Policy and Transformation		
Proposal Title	Reductions in Chief Executive and Leadership Support budgets		
Summary Description, Delivery Arrangements and Timescales	The Chief Executive and Leader’s Office support budgets will be remodelled to reduce costs		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000’s)	2023/24 (£’000)	2024/25 (£’000)	2025/26 (£’000)
	21		
One-Off Implementation Costs (£000’s)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance			
Proposal Title	Internal Audit (IA) – to remove 1 x Audit Manager from the IA team structure			
Summary Description, Delivery Arrangements and Timescales	<p>The Internal Audit team provides assurance to the Executive Board and the Governance & Audit Committee on the appropriateness of the internal control environment, governance arrangements and risk management processes in place across all service areas of the Council.</p> <p>The Chief Internal Auditor is currently supported within a team comprising of 2 x Audit Managers, 3 x Principal Auditors and 2 x Auditors. The proposal is to delete a currently vacant Audit Manager post.</p> <p>The impact of this is the loss of 119 operational days and 60 management days which will reduce the speed and number of ‘opinion jobs’ delivered by the team and thus the level of assurance provided to the organisation.</p> <p>Given the reduction in management capacity and senior level audit experience and skill this brings about, it is planned to extend the current arrangement with Monmouthshire where the Chief Internal Auditor is shared 50/50 to the whole team and create a larger Internal Audit Team. This will bring a wide range of potential benefits.</p>			
Decision Point (Please tick appropriate box)	Head of Service		Cabinet	✓

Public Consultation Required (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	61		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	1 FTE – currently vacant. [the Principal Auditor is currently acting up as the Audit Manager]
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance		
Proposal Title	Reduction in non-staffing expenditure budgets, increase in income targets and deletion of a vacant post within Accountancy		
Summary Description, Delivery Arrangements and Timescales	The proposal is to review expenditure budgets across Accountancy and reduce or remove budgets that are no longer spent in full or required. In addition, income targets will be reviewed and increased where existing levels of income generation exceed the current target. As part of this review, the service contribution towards a vacant 'apprenticeship' post is included.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	55	5	0
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance (Accountancy)		
Proposal Title	Reduction in the Revenue Budget Monitoring Process		
Summary Description, Delivery Arrangements and Timescales	The proposal is to reduce the frequency and nature of revenue budget monitoring in order to facilitate a reduction in the number of staff engaged in the business partnering teams.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	119		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	13		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	13		

Impact on FTE Count	Deletion of 1 FTE Accountancy Assistant Grade 5 post, 1 FTE Finance Business Partner Grade 8 post and 0.5 FTE Lead Finance Business Partner Grade 10 post. This would involve the deletion of a vacant Accountancy Assistant, a vacant Finance Business Partner post via a bumped arrangement and either a reduction in hours or partial redundancy of a Lead Finance Business Partner role.
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance (Revenues & Benefits)		
Proposal Title	Budget Saving Revenues & Benefits		
Summary Description, Delivery Arrangements and Timescales	<p>The strategic direction for the newly combined Revenue and Benefits service is to move towards self-service / digital enabled functions, and this has the potential to make savings and/or enable an increasing workload to be managed within existing resources as well as providing a quicker and improved service to those who engage with this proposed new ability. Channel shift is required to make this a reality and one-off funding is required to enable the required digital developments in both the revenue and the housing benefit functions.</p> <p>However, in order to meet savings requirement, the deletion of one post is also proposed for 2023/24; doing so before the digital solutions are in place could create potential performance and financial issues but could be considered given the level of saving proposed and the service budgets is nearly all devoted to staff costs/budgets.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Post saving £33.7k On-going cost £10k Net saving £22.7k	23		
One-Off Implementation Costs (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	37		
Revenue – Other: HB digitalisation module funding 2 yrs. @ £55k p.a. Implementation costs £20k one-off	28 20	55	28
Capital – Building related			
Capital – Other			
Implementation Cost - Total	85		

MTRP Budget Proposal – 2023/24 to 2025/26

Impact on FTE Count	Reduction by 1 FTE – (filled)
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Reduction to Primary School Meal Budget		
Summary Description, Delivery Arrangements and Timescales	A budget investment of £883k was provided in 22/23 due to the significant increase in entitlement to eligible free school meals (eFSM). The budget is projecting an underspend in 22/23 therefore the budget requirement has been reviewed in order to ensure it remains appropriate.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	576		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Proposal to Reduce Redundancy Budget		
Summary Description, Delivery Arrangements and Timescales	The Education Services redundancy budget supports financial issues in schools. These range from redundancy, independent investigations and other one-off costs. Schools also provide a contribution to this budget from the Individual Schools Budget (ISB) annually with any underspends being transferred into an ear marked reserve. Given that there is considerable funding within this pot, a budget reduction of £112k is proposed in 2023/24.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	112		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Increase Income Target - Recoupment Budget		
Summary Description, Delivery Arrangements and Timescales	<p>The proposal is to increase the income target in the Recoupment budget by £250k. The Recoupment budget is generated through income from other Local Authority (LA) funding their Additional Learning Need (ALN) and Children Looked After (CLA) pupils' placements within Newport Schools. Newport Schools are funded for their pupils through their delegated budget which includes pupils with ALN therefore they absorb their new pupils within their own provisions. Historically there has been a target linked to this budget, which is continually exceeded, meaning we generate more income through this budget line.</p> <p>Currently the Recoupment budget is used to offset any overspend in the Out of County (OOC) and Local Provision Development (LPD) budget. Therefore, the reduction in the Recoupment budget relies on the OOC and LPD budget being balanced.</p> <p>This saving can be taken with no impact on provision, posts, service users or stakeholders.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	250		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Inclusion Advisory Savings Proposal		
Summary Description, Delivery Arrangements and Timescales	This proposal is to use £66k savings made through the deletion of the vacant Early Years Teacher Advisor and a remaining sum of cash which sits within the inclusion budget un-used.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	66		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	To remove core funding from the Early Years Team and replace with external grant funding		
Summary Description, Delivery Arrangements and Timescales	<p>The Early Years staff team are a front facing service supporting children and families to access high quality maintained and non-maintained educational settings (22 non-maintained educational settings and 18 Flying Start settings) for the educational element of childcare.</p> <p>The team fulfils a statutory duty to commission education childcare which meets the annual childcare sufficiency survey and provides professional learning, quality assurance, advice and support on 'high quality education for children in non-maintained settings.</p> <p>As core council budgets are reduced, this proposal will maintain a 0.72 FTE Early Years Officer offset with external grant funding. This will save the council £38k and maintain the post (unless external grant funding is lost in the future).</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Saving of core council funding	38		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count whilst in receipt of grant
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	To increase Newport City Councils management costs for Gwent Ethic Minority Support Services (GEMS)		
Summary Description, Delivery Arrangements and Timescales	<p>Gwent Ethnic Minority Support Services (GEMS) is a regional service hosted and supported by Newport City Council.</p> <p>There are 56 staff in GEMs and the service is 100% grant funded by the Welsh Government MEAG (Minority Ethnic Achievement) grant. Currently the management costs linked to the support for GEMS is £46,765. This equates to 2.6% of the total regional grant.</p> <p>This proposal is to increase the Newport City Council Management costs to a more realistic 5.6% which is equivalent to £100,724 generating an additional £53,959 income for Newport City Council Education Services during 2023/24</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Additional Income Generation	54		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	✓	NO	
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Reduction of Staffing within the Education Planning and Development Team		
Summary Description, Delivery Arrangements and Timescales	This proposal will see the removal of the Business Support Officer post from within the substantive structure of the Education Planning & Development Team, reducing the staffing complement within the team from 8 posts to 7 posts.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	30		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	25		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	25		

Impact on FTE Count	Reduction of 1 full time equivalent post, reducing the total FTE from 8 to 7
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Education Services		
Proposal Title	Additional Learning Needs (ALN) Team - Reduction in Staffing Complement		
Summary Description, Delivery Arrangements and Timescales	This proposal describes the options for a reduction in staff costs associated with the ALN Team equating to savings of approximately £56k for the 2023/24 financial year.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	56		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension	16		
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total	16		

Impact on FTE Count	There are currently 8.64 FTE staff employed within the ALN Team, and this proposal would see this reduced to 7 FTE.
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Regeneration and Economic Development		
Proposal Title	Reduction in Empty Properties Direct Action budget and Creation of Reserve		
Summary Description, Delivery Arrangements and Timescales	<p>The Empty Properties Direct Action budget currently stands at £160k and was established as an evergreen fund in order to enable direct action when property owners fail to undertake remedial works in accordance with relevant notices. The Project Working Group consists of representatives of multi-disciplinary teams across the Council with regulatory responsibility for the safety and appearance of land and property. There is a priority list of properties currently being worked through and targeted properties are at various stages of action and enforcement. When notices are not complied with and the Council undertakes the work in default, we are able to enforce the sale of properties with a view to recovering the majority of our costs. An example of where this has happened is with the enforced sale of 153 Commercial Road earlier this year. To date we have not spent the allocated budget in full, but it is important that there is a reserve budget available to meet costs when the Council is required to step in and undertake works in default at the appropriate time. With the benefit of a new starting reserve and also agreement to put all recovered fees and in-year under spend into the reserve, it is considered that a reduction of £100k of the £160k budget allocated for Empty Properties enforcement action could be achieved.</p> <p>Proposed savings can be achieved from 2023/24.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	100		
One-Off Implementation Costs (£000's)			
	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Revenue – Redundancy/Pension			
Revenue – Other	200		
Capital – Building related			
Capital – Other			
Implementation Cost - Total	200		

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Regeneration and Economic Development		
Proposal Title	Planning Performance Agreement Income		
Summary Description, Delivery Arrangements and Timescales	<p>The Planning Team offer dedicated a resource service for strategic applications via a paid-for Planning Performance Agreement (PPA). This is a discretionary service which commits the Authority to providing a dedicated senior case officer within the planning team and determining the application within an agreed timescale. This fee is not fixed and will vary according to the requirements of the developer in terms of officer time and timescales. The fee is also in addition to the statutory planning fee. Based on previous income, a £20k income target for Planning Performance Agreements is considered achievable and officers will encourage such agreements where appropriate.</p> <p>Proposed savings can be achieved from 2023/24.</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	20		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	No impact on FTE count
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MTRP Budget Proposal – 2023/24 to 2025/26

Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Regeneration and Economic Development																			
Proposal Title	Reduction in Energy Budget: Leisure Estate																			
Summary Description, Delivery Arrangements and Timescales	<p>The Funding and Management Agreement between Newport City Council and Newport Live requires that the Council reimburses the Trust for 100% of the costs incurred for electricity and gas use in delivering the services outlined in the Agreement.</p> <p>These costs differ across the facilities within the control of Newport Live, and the quantum is significant, even before the increases forecast for 23/24 as a result of the current volatility in the global energy market:</p> <table border="1" data-bbox="725 552 2166 746"> <thead> <tr> <th data-bbox="725 552 1200 584">Facility</th> <th data-bbox="1200 552 1675 584">Budget 2022/23</th> <th data-bbox="1675 552 2166 584">Forecast 2023/24</th> </tr> </thead> <tbody> <tr> <td data-bbox="725 584 1200 616">ALC General</td> <td data-bbox="1200 584 1675 616">£34,469</td> <td data-bbox="1675 584 2166 616">£95,988</td> </tr> <tr> <td data-bbox="725 616 1200 647">Theatre + Arts Centre</td> <td data-bbox="1200 616 1675 647">£154,269</td> <td data-bbox="1675 616 2166 647">£415,503</td> </tr> <tr> <td data-bbox="725 647 1200 679">Newport Centre General</td> <td data-bbox="1200 647 1675 679">£246,172</td> <td data-bbox="1675 647 2166 679">£676,337</td> </tr> <tr> <td data-bbox="725 679 1200 711">NISV General</td> <td data-bbox="1200 679 1675 711">£331,505</td> <td data-bbox="1675 679 2166 711">£865,667</td> </tr> <tr> <td data-bbox="725 711 1200 743">TOTAL</td> <td data-bbox="1200 711 1675 743">£766,415</td> <td data-bbox="1675 711 2166 743">£2,053,495</td> </tr> </tbody> </table> <p>The Council works in partnership with the Trust to identify and implement capital investments across the estate to improve energy efficiency performance. These targeted investments further support the achievement of the Council's ambitious carbon reduction targets. In addition, the forthcoming closure of the existing Newport Centre in order to deliver a new city centre leisure facility will drastically reduce the energy cost incurred by Newport Live over the coming Financial Years.</p> <p>This budget proposal therefore proposes a temporary 2 year reduction of £616k to the Newport Centre energy budget once it permanently closes and is replaced by the new leisure facility. Newport Live are exploring an interim provision within the city centre to enable some continuity of service, which is far smaller than the current Newport Centre, and will focus on gym/dry activities only. A residual budget sum of £60k is retained to cover the expected energy costs of this smaller facility, as required within the Funding and Management Agreement.</p> <p>It is also intended to utilise £350k from the Invest to Save budget in order to install solar panels on another Council asset in order to generate renewable energy that can be used to permanently offset the cost of energy required by the new leisure facility. This allows for a longer-term management of the energy issues but does create a pressure at the point of installation.</p>		Facility	Budget 2022/23	Forecast 2023/24	ALC General	£34,469	£95,988	Theatre + Arts Centre	£154,269	£415,503	Newport Centre General	£246,172	£676,337	NISV General	£331,505	£865,667	TOTAL	£766,415	£2,053,495
Facility	Budget 2022/23	Forecast 2023/24																		
ALC General	£34,469	£95,988																		
Theatre + Arts Centre	£154,269	£415,503																		
Newport Centre General	£246,172	£676,337																		
NISV General	£331,505	£865,667																		
TOTAL	£766,415	£2,053,495																		

MTRP Budget Proposal – 2023/24 to 2025/26

	Whilst this saving is not permanent and only covers the period between the existing centre closing and the new facility opening, it does deliver a useful reduction in a time of exceptionally high fuel costs and disruption to the normal business of Newport Live. The Trust is not a statutory service, but it contributes significantly to local well-being. However, as the reduction is linked to a scheduled closure of the existing facility there is no additional impact on the delivery of the leisure service or local well-being, and therefore it is considered that this is an operational decision with no need for a full FEIA.		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
Energy Budget Line	616		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related (INVEST TO SAVE)	350		
Capital – Other			
Implementation Cost - Total	350		

Impact on FTE Count	No impact on FTE count
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)			NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

Service Area	Finance and Non-Service		
Proposal Title	Council Tax Reduction Scheme		
Summary Description, Delivery Arrangements and Timescales	<p>The Council Tax Reduction Scheme is that budget which pays households Council Tax bill, where they are eligible for support because of income levels. This budget has been underspending for a number of years due to lower volume of claimants than the budget can support. It is underspending in 2022/23 by c£1m.</p> <p>The Scheme itself is an ‘all Wales national scheme’ with nationally set criteria for eligibility and support levels. This proposal has no impact on the scheme itself as that is nationally prescribed or on claimants, both current and future. The proposal is predicated on reducing the budget more in line with the current level of demand on the budget, which would, reduce the current level of underspending on this budget.</p> <p>The cost-of-living crisis and potential economic downturn will put increasing pressure on individuals and households. This can manifest itself through more demand for Council services such as the demand for the Council Tax Reduction Scheme and so the proposed saving of £500k makes provision for this.</p> <p>The underspend on this budget, however, has been required to help balance the Council’s overall budget, due to significant service areas overspending elsewhere. These service area overspends have significantly exceeded the Council’s revenue contingency budget and it is only through this kind of other significant underspending that the overall budget has been able to be balanced.</p> <p>Any reduction in this budget will therefore mean that there is less mitigation available to offset other services area overspends and therefore it comes with a potential corporate risk. To that end, the Cabinet is asked to review and accept this budget reduction and associated risk.</p> <p>Council services will need to operate much closer to their budget level to enable this saving to be taken in full. In addition, claimant numbers will need on-going review to assess if the figures remain deliverable because any increase in claimant numbers would require future year budget reductions to be re-assessed</p>		
Decision Point (Please tick appropriate box)	Head of Service	<input checked="" type="checkbox"/>	Cabinet

Public Consultation Required (Please tick appropriate box)	YES	<input type="checkbox"/>	NO	<input checked="" type="checkbox"/>
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MTRP Budget Proposal – 2023/24 to 2025/26

PART ONE

Net Savings (£000's)	2023/24 (£'000)	2024/25 (£'000)	2025/26 (£'000)
	500		
One-Off Implementation Costs (£000's)			
Revenue – Redundancy/Pension			
Revenue – Other			
Capital – Building related			
Capital – Other			
Implementation Cost - Total			

Impact on FTE Count	n/a
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Does this proposal require an FEIA and/or WFG Act assessment? (Please tick appropriate box)	YES		NO	✓
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Report

Cabinet

Part 1

Date: 14 December 2022

Subject **Capital Programme Monitoring and Additions Report – October 2022/23**

Purpose To provide to Cabinet with a forecast of capital spend against budget based on the activity incurred up to the end of October 2022.

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

To update Cabinet on the current available capital resources ('headroom').

Author Chief Accountant

Ward All

Summary The Council has an extensive capital programme, investing across the authority in areas such as schools, heritage assets, energy efficiency schemes, invest to save programmes and in the regeneration of the city centre. This report updates the Cabinet on its capital programme and the predicted outturn for the 2022/23 financial year, and specifically.

- The starting capital programme budget for 2022/23 was £117.4m. This was revised to a budget of £81.4m at the October Cabinet meeting. This report requests approval to increase the 2022-23 budget by a net £7m to now be £88.4m.
- Against that revised budget, costs are predicted to be £71.1m introducing a £17.3m net variance.
- Of this variance, service managers and budget holders have confirmed that £17.1m relates to delayed progress with schemes.
- Slippage approval is not being sought to revise the budget yet, as a trial to influence accountability and performance.

Proposal

1. **To approve the additions to the Capital Programme requested in the report (Appendix A).**
2. **To note the predicted capital expenditure outturn position for 2022/23.**
3. **To note the available remaining capital resources ('headroom') and the earmarked usage of that resourcing.**

Action by Assistant Head of Finance

Timetable Immediate

This report was prepared after consultation with:

- Service Budget Holders and Project Managers
- Capital Strategy and Asset Management Group (CSAMG)
- Norse Representatives
- Head of Finance

Signed

Background

The Council has a 5-year capital programme, with the current one ending in 2022/23. Figures provided to members commonly also include some 2023/24 and 2024/25 costs, but this merely reflects funding in relation to existing schemes that extend beyond our current 2022/23 programme end, for example the conclusion of the Council's Sustainable Communities for Learning Band B programme. Cabinet receive monitoring updates throughout the financial year and the Capital Programme has been updated to reflect changes as they are received i.e., additions and slippage (moving budget into future years).

These revisions and the changes made to the programme throughout the financial year are shown in summary form in the table below, the detail of which is shown in Appendix A.

	2018/19 - 2021/22 Outturn	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
April Budget	139,703	117,386	34,699	5,647	0	0	0	297,434
Revised Budget Approved by October Cabinet	139,703	81,435	65,947	18,179	6,530	584	10,609	322,987
Additions/deletions		6,996	1,212	302	0	0	0	8,510
November 22/23	139,703	88,432	67,159	18,481	6,530	584	10,609	331,497
Revised budget	139,703	88,432	67,159	18,481	6,530	584	10,609	331,497

Additions

The growth to the capital programme is materially affected by the volume of extra grants secured by colleagues, predominantly with Welsh Government, some of which are the outcome of bidding processes that occur throughout the year. Some of these grants are multi-year awards but the majority are specific to 2022-23 and will need to be spent by the end of the financial year. So as the year progresses, such grant awards naturally tail off as there becomes insufficient time to incur the necessary eligible expenditure.

The following table summarises the source of funding for the additions and Cabinet is requested to note and approve the amendments detailed in Appendix A.

Nature	Value £'000
New Grants and Contributions	7,098
Section 106 afforded	120
Service/Council afforded	172
Reserve afforded	1,122
Total	8,512

Revisions

There are no revisions to the programme this quarter, mainly due to the change in process regarding slippage approvals, which, as a reminder, is set out in the paragraphs that follow. In addition, there remains an unresolved issue in relation to Band B which, as outlined the previous report, has culminated

in a temporary credit adjustment to the overall programme whilst dialogue with Welsh Government continues.

Change to the 2022/23 Capital Monitoring Approach

As a recap, traditionally, the budget total gets recast on a monthly basis based on service managers' prediction/estimation of costs likely at outturn. The variance between budget and outturn prediction is traditionally slipped forward into the following year where we have control of the financing (i.e., not in-year specific grant) and where the project costs are anticipated to continue into the following year. Consequently, this has created a very "fluid/movable" budget upon which to judge performance against and apply accountability to, which isn't ideal when getting towards the end of current Capital Programme window given its conflating effect on following years.

It is commonplace for service managers to make optimistic predictions of progress early in the financial year and retreat from those as the year goes on. Factors affecting scheme progress can include for instance:

- capacity issues where budget holders have had to manage other priorities/aspirations introduced during the year,
- the effect of inclement weather during winter months,
- missing a window to do work at schools whilst pupils are absent during holiday periods,
- supply chain management complications affecting materials or sub-contractors' availability,
- and, more recently, inflation volatility impacting upon whether projects can proceed as originally anticipated and within the approved budget.

Following the reprofiling exercise undertaken with Heads of Service, there should now be more confidence that the budget for the year reflects spending aspirations. Consequently, as a new approach, this report won't recommend members approve slippage and regular budget movements in the first two monitoring reports of the financial year, but instead will highlight the cause of variances against a "set" budget for the year, culminating in slippage requests being provided to members in only the last quarter of financial year. This is an attempt to introduce simpler messaging and facilitate performance improvements through enhancing accountability.

Spending/Outturn 2022-23

Against a budget of £88.4m, costs predicted to be incurred total £71.1m, introducing a £17.3m net variance.

The following table reflects the activity per service area, with a more detailed scheme by scheme analysis in Appendix C.

Services	Capital Expenditure 2022/23					
	22/23 Budget approved Sept Cabinet	Additions / Amendments	22/23 Budget to be approved Nov Cabinet	22/23 Forecast Outturn	22/23 Forecast Slippage	Over / Underspend
Education	36,930	1,986	38,916	34,354	(4,561)	(1)
Environment & Public Protection	2,727	2,415	5,142	5,284	(756)	898
Housing & Communities	44	0	44	44	0	(0)
People, Policy & Transformation	3,782	74	3,856	3,786	(74)	4
Prevention & Inclusion	3,176	425	3,601	2,794	(509)	(298)
Regeneration & Economic Development	18,375	258	18,633	6,872	(10,962)	(800)
Social Services	832	240	1,072	1,146	0	75
City Services	15,569	1,599	17,169	16,806	(294)	(69)
Total	81,434	6,998	88,432	71,086	(17,156)	(191)

That £17.3m variance should not be regarded as an underspend, as much of it relates to schemes that span more than one financial year, and so is more likely to necessitate a slippage request subsequently. The column of “true” over and underspends that service managers will be eradicating or afforded throughout the year are reflected in the last column and total only £191k net underspend at the moment, but which is largely the net effect of grant that is unlikely to be used in full and will be returned to grant originators.

The level of underspend is understated as within that figure is circa £900k costs pressure affecting City Services. In the additions section, this report seeks to add a budget to the capital programme for capping work at landfill site of £1.12m as per a capital bid prepared by the service, and this will be afforded by resourcing previously set aside. However, the value of works is now anticipated to exceed the amount set aside to introduce a £900k capital pressure. The funding source for the additional works is still being clarified, but as there is limited headroom within unapplied capital resourcing, currently the presumption is this will necessitate an additional revenue contribution. That pressure has been assumed in October’s revenue monitoring report.

In terms of anticipated slippage, helpfully the monitoring consensus amongst Heads of Service and their budget holders remains largely consistent with the reprofiling exercise for most projects (other than the more significant variances flagged below), with the levels of indicative slippage being less than previous years.

However, the actual capital expenditure incurred to the end of October totalled £21.7m. To agree with predicted outturn of £71.1m will necessitate colleagues incurring an additional £49.4m in the last 5 months of the financial year. This pattern of expenditure is not out of line with previous years, however a significant increase in the pace of spend is needed in order for further slippage not to occur during the remainder of the year.

Of particular note within October monitoring examination,

- **Schools Band B** – revised contractor spend profiles suggest £3.3m of reprofiled budget won’t be utilised this financial year. Much of this relates to the Bassaleg site, but there is no obvious cause or delay that has been volunteered to explain the change yet.
- **Charles Williams Renovations** – this isn’t a project that involves Council officers as a budget holder. Norse are facilitating this work for the Diocese. Originally this budget was added to the programme in

2020-21 and has exhibited limited spend since. The scheme has involved multiple iterations and received increased funding from Welsh Government. Latest predictions suggest delays will result in circa half of project budget (£1m) being slipped to 2023-24.

- **Disabled facilities grants** – where previously colleagues were anticipating a full spend on the traditional DFG budget (£1.3m), despite also prioritising spend against an extra £600k resourcing provided by Intermediate Care Fund, the latest position anticipates that £590k of Council backed resourcing will need to slip into 2023-24.
- **Leisure Centre** – this project is undergoing a design review and a spend of only £550k is anticipated during 2022-23, reflecting a £3.9m reduction on the reprofiled level expected this year.
- **Transporter Bridge** – Cabinet received an update of costs at their April 2022 meeting, and this resulted in the financing underpinning the scheme being increased to accommodate increased costs. Delays experienced to date have resulted in revising the spend projected for the year from £10m to £3m and causing £7m anticipated slippage.
- **Other** – the last Cabinet monitoring report added £700k budget for Parks improvements, the latest prediction for the year is only £46k spending, requiring the majority of that budget (£654k) transferred and progressed in 2023-24 instead.

Policy on available capital resources ('Capital Headroom')

Since February 2018, the Council has been working within a framework which maximises capital expenditure whilst keeping within the level of capital resources and planned borrowing funded within the Council’s Medium Term Financial Plan. The framework agreed that:

- 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 ringfencing 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, in particular taking account of existing loans already confirmed/approved and the risk profile this represents at any point in time.
- 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 framework seeks to limit the revenue pressures resulting from increased borrowing as far as possible, whilst maximising capacity to generate capital resources for use.

During 2021/22 budget setting, the Council prudently anticipated that there would be a need to provide some headroom to afford new costs/schemes before the end of this current capital window. As a result, borrowing of headroom of £4.5m was financed to allow for this need. This borrowing headroom sits alongside uncommitted balances in the Capital Expenditure Reserve and uncommitted capital receipts to form the total headroom outlined below.

Borrowing, Capital Reserves & Receipts Headroom to 2024/25	£'000
Borrowing Headroom	57
Unallocated Capital Receipts	1,474
Unallocated Capital Expenditure Reserve	1,525
<u>Potential Commitment - subject to change, not in the capital programme</u>	
21st Century Schools - SOP Extension	-1,267
Total	1,789

The utilisation of the borrowing headroom, to date, is detailed in the following table.

Borrowing Headroom to 2024/25	£'000
Level of Borrowing Approved as per 2021/22 Capital and TM Strategy	4,500
<u>Total Committed to Date</u>	
Transporter Bridge	-365
Rose Cottage Sewerage Works	-23
St Andrews Demountables	-349
Education Accessibility Works - Phase Two	-372
Newport Indoor Market	-1,000
Additional Transporter Bridge Costs	-2,921
Central Library works for staff displaced from Infostation	-140
<u>Potential Commitment - subject to change, not in the capital programme</u>	
Levelling up round 2 bid match funding potential	-1,000
<u>Decommitments</u>	
Solar Farm budget	1,727
Amount Remaining	57

Update on Capital Receipts

Appendix D provides details of the receipts received this year to date, which together with the unallocated balance brought forward provides headroom of £1.5m to afford new capital aspirations.

The changes since last report involve £64k additional receipts, £59k reduced usage anticipated in respect of Indoor Market loan facility, and a further £891.5k receipt usage agreed on Newport Centre demolition to supplement the £250k already earmarked from capital reserves. That report went to Cabinet on 16th November, so is still subject to the call in process at the time of writing this report. Providing there is no challenge, a scheme involving £1.25m expenditure will be added to capital programme afforded by Capital reserves (£250k), capital receipts (£891.5k) and Coleg Gwent contribution (£108.5k). It will have already had separate approval and scrutiny so is correctly omitted from the requests to approve additions above.

That table also shows capital receipts held for the NCC/WG 'Joint Venture funds' totalling £2.2m. In relation to these receipts, the Council doesn't have unilateral decision in their use. Commonly, it will involve engagement with Welsh Government and, as previously reported to Cabinet, these funds tend to be "ringfenced" for city centre regeneration given the original asset sales involved.

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s)	Risk Owner
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	Corporate Directors / Heads of Service / Head of Finance

			stage and allow for planned slippage of spend.	
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
Excessive levels of slippage between financial years	M	H	Regular monitoring of capital expenditure takes place and slippage is identified at the earliest stage possible. A more robust approach will be taken when schemes are added to the programme to ensure that a realistic profile is initially captured in the programme.	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 projected outturn 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 take 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 projected outturn position as set out in the report, including the use of capital receipts.
- Agree to prioritise capital expenditure to maintain spend within the current affordability envelope, recognising that the revenue pressures from future borrowing can add to any budget gap reflected in the MTFP.

Comments of Chief Financial Officer

This report provides an overview of progress against the Capital Programme, including the success in accessing external grant funding, which accords with the agreed framework designed to mitigate/manage borrowing levels and, therefore, the impact upon the revenue budget.

However, the extent of grant funding also contributes additional pressure to deliver, as many of those bids are annual or time limited in nature. Despite the reprofiling exercise undertaken with Heads of Service

recently, a programme of £88.4m expenditure remains significantly above the Council's traditional capacity to deliver and is anticipated a very challenging programme to achieve.

As outlined in the previous monitoring report, a change of emphasis is being trialled to avoid requesting approval from members to accept "early" slippage. This change is designed to improve performance reporting, but it is recognised that slippage necessity will likely still be a consequence, as evidenced by the additional slippage identified this quarter. A significant level of slippage gives rise to a number of risks, some of which are captured within this report, such as the risk that grant funding will be foregone and returned to the awarding body. In addition, where capital expenditure is planned to be funded via borrowing, there is a risk that the Council undertakes borrowing when not required, incurring interest costs in the process.

Therefore, going forward, it remains essential that programme management arrangements are strengthened and that the accuracy and realism applied to expenditure profiling is increased. This is in progress and, by achieving this, it means that the Council can take informed treasury management decisions and ensure the impact upon the revenue budget is managed appropriately.

As well as slippage, the other main risk highlighted in this report is the remaining level of capital headroom. In a challenging financial climate where capital resources are likely to be limited over the medium term, the current level of headroom is low and provides limited scope to pursue new initiatives or react to increasing costs of schemes. Therefore, unless it proves possible to add to the level of capital reserves or increase capital receipt generation, clear prioritisation will be required in order to ensure that headroom remains available for the most critical situations only.

Comments of Monitoring Officer

There are no legal issues arising from this report.

Comments of Head of People, Policy & Transformation

Good capital monitoring procedures and effective management of the programme should form a basis for sound and sustainable investment in Council assets and the estate. There are no direct HR implications associated with the report. Further budget additions will need to continue to be considerate of the requirements of the Wellbeing of Future Generations Act.

Scrutiny Committees

N/A

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. This is because this report is not seeking any strategic decisions or policy changes, with its purpose being to update Cabinet on the prior year financial performance against the approved Capital Programme. However, fairness and equality are considered as part of service delivery and will feature in annual finance reports, such as the Budget Report and Capital Strategy.

An effective capital programme enables the Council to support long term planning in line with the sustainable development principle of the Wellbeing of Future Generation (Wales) Act

Long-term - This capital programme looks at both short and long term and links with the Corporate Plan and its priorities. It considers the overall capital programme in terms of the Council's Treasury Management activities and its associated costs, both short and long term to the Council.

Prevention – The capital programme, where possible, acts to prevent problems occurring or getting worse by considering the overall Council estate and how that can best be managed and maintained.

Integration - This report meets a number of wellbeing goals and, in addition, supports three of Newport City Council's wellbeing objectives.

- To promote economic growth and regeneration while protecting the environment
- To enable people to be healthy, independent and resilient
- To build cohesive and sustainable communities

Collaboration - The capital programme is developed and updated through engagement across the Council and certain projects are also being delivered in collaboration with other external bodies which helps the Council meet its Wellbeing objectives.

Involvement – Due to the variety of projects which are within the capital programme, there is involvement from a variety of stakeholders across the Council and the city which seeks to ensure that there is a key focus on sustainability, community benefit and wellbeing of citizens.

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.

The development and the monitoring of the Capital programme will ensure it does not discriminate but promotes equality and delivers the objectives of the corporate plan.

Consultation

N/A

Background Papers

Capital Strategy and Treasury Strategy - February 2022

Capital Outturn report 2021/22

Reprofiling workbook 2022/23

July Monitoring and Additions Report – Cabinet 12th October 2022

Dated: 7 December 2022

Appendix A – Additions and changes to the Programme

Narrative	Previous Years' Budget 2018/19 - 2021/22	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	TOTAL Budget for this Capital Plan Duration
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
July Budget as agreed by Oct Cabinet	139,703	81,435	65,947	18,178	6,530	584	10,609	322,986
ADDITIONS / DELETIONS								
Education								
Welsh Medium YGGIC		805						805
Glan Llyn - Fixtures and Fittings Band B		29						29
Llanwern Village wired to Glan llyn				(29)				(29)
Llisbury High Fencing		15						15
Primary Free School Meals Grant		1,050	739					1,789
Maes Ebbw Special School Expansion		85						85
Environment & Public Protection								
Low Carbon Heat Grant NISV		332						332
Low Carbon Heat Grant Caerleon Comp		114						114
Low Carbon Heat Grant Rogerstone Primary		51						51
Lighthouse Inn gateway to the levels		11						11
Gwent Green Grid GI Project		69						69
Gwent Green Grid Trees Project		30						30
Gwent Green Grid Access Project		73						73
St Julian's High LED Lighting Upgrade		99						99
Docksway Landfill Capping Works		1,122						1,122
Newport East MUGA Reprovision		514						514
								0
People, Policy & Transformation								
Assistive Technology in Social Care		74						74
								0
Prevention & Inclusion								
DFG ICF Funding		29						29
Small Grant Scheme Childcare Offer		396						396

Regeneration & Economic Development								
Indoor Newport Market		(59)						(59)
TRI Thematic Funding		210						210
Transforming Towns Placemaking		107	473	332				912
Social Services								
Disbursed accommodation and Covid-19 equipment		240						240
City Services								
Bus Infrastructure		900						900
Gwastad Mawr Flood Attenuation Works		23						23
Fleet Replacement Programme		170						170
Low Carbon Heat Grant Designs		60						60
Tredegar Park Tennis Courts Refurbishment		61						61
Green Infrastructure		285						285
Kingsway car park operation - expansion of car park services to take on the operation of Kingsway Car Park		100						100
Sub Total Additions and Deletions	0	6,996	1,212	303	0	0	0	8,510
Amendments								
Pillgwenlly Primary ICT Replacement		3						3
City Services Annual Sums		(309)						(309)
Peterstone Sewage Scheme		308						308
Sub Total Amendments	0	2	0	0	0	0	0	2
REVISED BUDGET	139,703	88,432	67,159	18,481	6,530	584	10,609	331,497

Reducing Classroom size bids (St Woolos)	-	61	647	22	-	-	-	-	-	-	730
Bassaleg Demountables	-	116	102	(0)	-	-	-	-	-	-	217
ICT Equipment Lease (Clytha Primary)	-	20	-	-	-	-	-	-	-	-	20
ICT Equipment Lease (St Mary's)	-	11	-	-	-	-	-	-	-	-	11
Bassaleg ICT	-	69	-	-	-	-	-	-	-	-	69
Ringland Perimeter Fence	-	0	85	-	-	-	-	-	-	-	86
St Patricks ICT	-	12	-	-	-	-	-	-	-	-	12
Bassaleg Demountable - year 7 Admission	-	-	765	14	-	-	-	-	-	-	779
Lliswerry High S106 Fencing	-	-	-	-	15	-	-	-	-	-	15
ED Tech Grant	-	-	202	84	76	-	-	-	-	-	362
ICT Equip Lease Ysgol Gymraeg Ifor Hael	-	10	-	-	-	-	-	-	-	-	10
Maindee Primary Toilets	-	-	177	-	-	-	-	-	-	-	177
Charles Williams Renovations	-	-	104	32	2,204	352	-	-	-	-	2,692
Lliswerry Safeguarding	-	-	51	2	-	-	-	-	-	-	54
Milton IT replacement	-	-	25	-	-	-	-	-	-	-	25
ST Michaels IT	-	-	16	-	-	-	-	-	-	-	16
Pentepoeth - site accessibility	-	-	-	135	349	210	-	-	-	-	694
St Mary's Urgent Capital repairs grant	-	-	-	-	396	1,716	1,478	-	-	-	3,590
Education Maintenance Grant	-	1,470	574	49	-	-	-	-	-	-	2,093
Education Maintenance Grant - 19/20	-	-	732	352	672	-	-	-	-	-	1,755
Education Maintenance Grant - 20/21	-	-	-	132	1,550	834	-	-	-	-	2,516
Education Maintenance Grant - 21/22	-	-	-	-	1,875	803	-	-	-	-	2,678
Education Accessibility Studies - Phase 1	-	-	2	47	248	-	-	-	-	-	298
Education Accessibility Studies - Phase 2	-	-	-	-	63	569	-	-	-	-	632
Free school meals capital works	-	-	-	-	1,800	1,267	-	-	-	-	3,067
Lliswerry High laptop refresh	-	-	-	33	-	-	-	-	-	-	33
Maindee Primary LED Lighting Upgrade	-	-	-	-	72	-	-	-	-	-	72
Rogerstone Primary Floodlights	-	-	-	22	-	-	-	-	-	-	22
Pillgwenlly Primary ICT Replacement	-	-	-	-	42	-	-	-	-	-	42
Screens Bassaleg Demountables	-	-	-	-	6	-	-	-	-	-	6
Education Asset Improvements - balance to be drawn down	1,055	200	1	-	-	-	-	-	-	-	1,256
Open Schools Outside Hours	-	-	-	-	1,022	-	-	-	-	-	1,022
Prior Year Scheme - Various	(38)	(39)	(3)	-	-	-	-	-	-	-	(80)
Education - Sub total	10,031	5,613	7,196	14,233	38,916	38,010	14,141	1,559	46	30	129,774
Renewable Energy Investment	-	2	-	-	-	-	-	-	-	-	2
Refit	-	-	-	65	1,000	935	-	-	-	-	2,000
Low Carbon Heat Grant NISV	-	-	-	321	332	-	-	-	-	-	653

Low Carbon Heat Grant Caerleon Comp	-	-	-	119	114	-	-	-	-	-	233
Low Carbon Heat Grant Kimberley Nursery	-	-	-	91	-	-	-	-	-	-	91
Low Carbon Heat Grant Rogerstone Primary	-	-	-	482	51	-	-	-	-	-	533
Nature Networks - Monkey Island	-	-	-	4	85	-	-	-	-	-	88
Nature Networks - Shaftsbury Allotments	-	-	-	2	51	-	-	-	-	-	53
Nature Networks - Old Tredegar Golf Course	-	-	-	58	15	-	-	-	-	-	73
Tredegar Park Cycle improvements	-	3	62	44	45	-	-	-	-	-	153
Lighthouse Inn gateway to the levels	-	-	-	94	93	-	-	-	-	-	187
Local Places for Nature Grant	-	-	-	-	250	-	-	-	-	-	250
EVCI grant	-	-	-	200	-	-	-	-	-	-	200
Parks Improvements	-	-	-	-	700	400	-	-	-	-	1,100
Cemeteries Improvements	-	-	-	-	500	900	-	-	-	-	1,400
Gwent Green Grid GI Project	-	-	-	-	69	-	-	-	-	-	69
Gwent Green Grid Trees Project	-	-	-	-	30	-	-	-	-	-	30
Gwent Green Grid Access Project	-	-	-	-	73	-	-	-	-	-	73
St Julian's High LED Lighting Upgrade	-	-	-	-	99	-	-	-	-	-	99
Docksway Landfill Capping Works	-	-	-	-	1,122	-	-	-	-	-	1,122
Newport East MUGA Reprovision	-	-	-	-	514	-	-	-	-	-	514
Environment & public protection - Sub total	-	5	62	1,479	5,142	2,235	-	-	-	-	8,923
Gypsy/Traveller Site Development	2,993	78	10	30	44	-	-	-	-	-	3,155
Housing & communities - Sub total	2,993	78	10	30	44	-	-	-	-	-	3,155
IT Replacement Schemes	94	9	-	423	150	95	95	52	-	-	917
Asset Management Programme	1,066	1,245	1,801	1,936	1,901	-	-	-	-	-	7,949
Civic Centre / Info Station Service Relocations	116	121	-	-	29	-	-	-	-	-	266
Information Station	-	-	141	-	248	-	-	-	-	-	389
Library (infostation move)	-	-	-	47	1,454	-	-	-	-	-	1,501
Corporate EDMS Rollout	-	13	-	-	-	-	-	-	-	-	13
Flexiprint	-	-	-	54	-	-	-	-	-	-	54
CRM	250	276	246	134	-	-	-	-	-	-	907
I-Trent Development	-	91	164	-	-	-	-	-	-	-	255
Assistive Technology in Social Care	-	-	-	-	74	-	-	-	-	-	74
Print 2010- Managed Printer Service	131	-	50	-	-	-	-	-	-	-	181
People, policy & transformation - Subtotal	1,656	1,756	2,402	2,594	3,856	95	95	52	-	-	12,506

Disabled Facilities	898	1,092	784	909	1,259	-	-	-	-	-	4,943
DFG ICF Funding	-	-	-	48	29	-	-	-	-	-	77
DFG ICF Backlog Funding	-	-	-	-	595	-	-	-	-	-	595
Safety at Home	364	375	243	401	378	-	-	-	-	-	1,761
ENABLE Adaptations Grant	197	197	197	197	247	-	-	-	-	-	1,035
Homelessness Prevention Grant	98	-	-	-	-	-	-	-	-	-	98
FS Maintenance 1819 / 1920	31	38	-	-	-	-	-	-	-	-	69
FS Shaftsbury Community Centre	183	0	-	-	-	-	-	-	-	-	183
Childcare - Flying Start	-	546	256	925	473	-	-	-	-	-	2,201
City Wide Maintenance & Repair of Premises	-	-	59	72	-	-	-	-	-	-	131
Improvements to Flying Start Facilities	-	-	116	(3)	-	-	-	-	-	-	112
All Wales Play Opportunities	-	-	144	0	-	-	-	-	-	-	144
Castle Kids Refurbishment Works	-	-	17	-	-	-	-	-	-	-	17
Flying Start Capital Grant 21/22	-	-	-	301	-	-	-	-	-	-	301
City Wide Equipment Replacement	-	-	-	105	-	-	-	-	-	-	105
FS East Hub ROSPA Inspection	-	-	-	24	-	-	-	-	-	-	24
FS Hubs City Wide Redecoration & Repair	-	-	-	90	-	-	-	-	-	-	90
Childcare Offer IT	-	-	-	48	-	-	-	-	-	-	48
Childcare Offer Capital COVID	-	-	-	65	-	-	-	-	-	-	65
All Wales Play Opportunities 21-22	-	-	-	144	-	-	-	-	-	-	144
Gaer/Ringland -Upgrade storage facilities	-	-	-	15	-	-	-	-	-	-	15
Maintenance work various FS settings	-	-	-	37	-	-	-	-	-	-	37
IT equipment new laptops	-	-	-	20	-	-	-	-	-	-	20
Flying Start Capital Grant 22/23	-	-	-	-	225	-	-	-	-	-	225
Small Grant Scheme Childcare Offer	-	-	-	-	396	-	-	-	-	-	396
Prevention & inclusion - Sub total	1,772	2,249	1,816	3,397	3,601	-	-	-	-	-	12,835
Indoor Newport Market	(2)	-	1,086	4,473	441	-	-	-	-	-	5,998
Market Arcade Townscape Heritage Scheme	39	266	1,043	692	737	-	-	-	-	-	2,777
Info Station NSA enabling	536	-	-	-	-	-	-	-	-	-	536
123-129 Commercial Street (Pobl Regen)	623	623	-	(0)	-	-	-	-	-	-	1,246
Cardiff City Region Deal	1,208	-	196	-	315	5,052	2,528	-	-	103	9,402
Cardiff City Region Deal - Cost of Carry	-	-	-	-	(0)	0	1,386	4,919	538	10,476	17,319
Mill Street Development Loan	-	2,341	1,184	214	261	-	-	-	-	-	4,000
Neighbourhood Hubs	915	1,344	-	-	-	-	-	-	-	-	2,259
Arva Investment Loan	385	333	-	-	-	-	-	-	-	-	718
Chartist Tower	-	1,344	(1)	-	256	-	-	-	-	-	1,599
PAC System	-	57	-	-	-	-	-	-	-	-	57
TRI Thematic Funding	-	-	49	398	842	-	-	-	-	-	1,288

Decommissioning of Cemetery Office & Toilets	11	-	-	-	-	-	-	-	-	-	11
Building Improvements to Lodges	14	94	-	-	-	-	-	-	-	-	108
Small Scale Works Grant	34	-	-	-	-	-	-	-	-	-	34
Road Refurbishment Grant Scheme	931	198	-	-	-	-	-	-	-	-	1,129
Street Lighting LEDs	564	2,202	152	(15)	-	-	-	-	-	-	2,902
LTF - Active Travel Northern 2018/19	290	196	102	(0)	-	-	-	-	-	-	588
Local Transport Fund - Active Travel Design 2018/19	240	-	-	-	-	-	-	-	-	-	240
LTNF - ECO Stars	42	41	-	-	-	-	-	-	-	-	82
Safe Routes - St David's RC Primary	84	145	37	1	-	-	-	-	-	-	267
Gwastad Mawr Flood Attenuation Works	2	-	25	41	75	-	-	-	-	-	142
Collection Change Programme	1,175	-	-	-	-	-	-	-	-	-	1,175
LTF Monkey Island Bridge Lliswerry Pill	29	121	-	-	-	-	-	-	-	-	150
LTF Sustainable Transport	25	309	-	-	-	-	-	-	-	-	334
Smaller Bins - MTRP BC	70	1,177	-	-	-	-	-	-	-	-	1,247
Riverside Park	20	-	-	-	-	-	-	-	-	-	20
Road Safety Capital 2018/19	-	1,379	-	(0)	-	-	-	-	-	-	1,379
Tredgar Park Car Park	-	-	12	-	-	-	-	-	-	-	12
Bus Stop Enhancements	-	24	375	-	-	-	-	-	-	-	399
CCTV	-	37	8	-	-	-	-	-	-	-	45
Core ATF Allocation	-	340	-	-	-	-	-	-	-	-	340
Inner City Links	-	684	249	7	-	-	-	-	-	-	940
Lliswerry Road (81)	-	9	-	-	-	-	-	-	-	-	9
28-30 Stow Hill (11/0269)	-	7	-	-	-	-	-	-	-	-	7
Forbisher Road (15/0720)	-	9	-	-	-	-	-	-	-	-	9
Festive lighting	-	109	-	-	-	-	-	-	-	-	109
Improving Flats Recycling Towards 70%	-	344	-	-	-	-	-	-	-	-	344
Increased Recycling at Docks Way	-	86	-	-	-	-	-	-	-	-	86
Plastic Waste Prevention Project	-	30	-	-	-	-	-	-	-	-	30
Road Refurbishment Grant Scheme 2020/21	-	-	711	(4)	-	-	-	-	-	-	707
Road Refurbishment Grant Scheme 2021/22	-	-	-	715	-	-	-	-	-	-	715
Park Square Lights	-	-	71	-	-	-	-	-	-	-	71
Implementation of Household Collections AHP Waste	-	202	-	-	-	-	-	-	-	-	202
Safe Routes - St David's RC Primary Year 2	-	-	21	20	-	-	-	-	-	-	40
Sustainable Transport Improvements Year 2	-	-	208	77	-	-	-	-	-	-	285

Upgrading and Replacement of Bus Stops	-	-	128	-	-	-	-	-	-	-	128
Road Safety Capital A48 Llandeud	-	-	74	0	-	-	-	-	-	-	74
Green Infrastructure	-	-	35	198	285	-	-	-	-	-	518
Resilient Roads	-	-	65	-	-	-	-	-	-	-	65
Carnegie Court Emergency River Works	-	-	1,096	12	154	-	-	-	-	-	1,263
Local sustainable transport measures in response to Covid	-	-	499	13	-	-	-	-	-	-	513
Western Corridor-Inner City Links	-	-	536	1,144	-	-	-	-	-	-	1,680
Monkey Island Bridge Yr. 2	-	-	587	225	-	-	-	-	-	-	812
Core Allocation Yr. 2	-	-	69	21	-	-	-	-	-	-	90
Ultra Low Emission Grants	-	-	205	615	-	-	-	-	-	-	820
Creation of a Reuse+Repair Hub	-	-	456	57	-	-	-	-	-	-	513
Increased Recycling - Bag Sorting at Household Waste Recycling Centre	-	-	-	25	-	-	-	-	-	-	25
Velodrome Lights	-	173	128	36	-	-	-	-	-	-	337
Repair & Reuse Newport Makerspace	-	-	69	-	-	-	-	-	-	-	69
Green Recovery (Ash Die Back)	-	-	190	-	-	-	-	-	-	-	190
Newport Fflesci Demand Responsive Bus Pilot Scheme	-	-	-	968	-	-	-	-	-	-	968
Core Allocation Yr. 3	-	-	-	1,134	-	-	-	-	-	-	1,134
Bettws and Malpas Canal Link	-	-	-	1,008	-	-	-	-	-	-	1,008
Eastern Links	-	-	-	19	-	-	-	-	-	-	19
Bus Stop Enhancements - Yr. 2	-	-	-	808	-	-	-	-	-	-	808
A467 Improvements Resilient roads	-	-	-	11	-	-	-	-	-	-	11
EV Development and Infrastructure	-	-	-	651	-	-	-	-	-	-	651
Road Safety Traffic Enforcement Cameras	-	-	-	136	-	-	-	-	-	-	136
SRIC & Road Safety Grant	-	-	-	192	-	-	-	-	-	-	192
Local Places for Nature Grant	-	-	-	109	-	-	-	-	-	-	109
Depot Infrastructure Charging	-	-	-	293	-	-	-	-	-	-	293
Allotment Support Grant	-	-	-	36	-	-	-	-	-	-	36
City Centre Active Travel Infrastructure	-	-	-	31	-	-	-	-	-	-	31
Community Cycle Hub	-	-	-	52	-	-	-	-	-	-	52
Electric Vehicle grant aided replacement	-	-	-	-	320	-	-	-	-	-	320
Private sector bus electrification	-	-	-	-	6,323	-	-	-	-	-	6,323
20 mph core allocation	-	-	-	-	251	-	-	-	-	-	251
ATF Core Allocation 22/23	-	-	-	-	740	-	-	-	-	-	740
Resilient Roads	-	-	-	-	1,485	-	-	-	-	-	1,485
Safe Routes in Communities 22/23	-	-	-	-	50	-	-	-	-	-	50
Bus Infrastructure	-	-	-	-	900	-	-	-	-	-	900
Low Carbon Heat Grant Designs	-	-	-	-	60	-	-	-	-	-	60

Lliswerry Recreation Ground Changing Rooms	4	339	-	-	-	-	-	-	-	-	343
Parry Drive Play Area Improvements	-	-	19	-	-	-	-	-	-	-	19
Brecon Road Play Area Improvements	-	-	3	-	-	-	-	-	-	-	3
Improvements to Throwing Facilities at Newport Athletics Stadium	-	-	156	-	-	-	-	-	-	-	156
Underwood Play Area	-	-	-	-	-	-	-	-	-	-	-
Beechwood Park Tennis Court Refurb	-	-	-	45	-	-	-	-	-	-	45
Road Safety and Training	455	-	-	-	-	-	-	-	-	-	455
Streetwide Improvements	-	-	-	-	-	-	-	-	-	-	-
Street Lighting Column Replacement	-	-	-	-	-	-	-	-	-	-	-
Peterstone Sewage Scheme	1	28	(13)	322	583	-	-	-	-	-	921
Flood recovery works - Tredegar Park	-	-	-	-	-	-	-	-	-	-	-
Kingsway car park operation - expansion of car park services to take on the operation of Kingsway Car Park	-	-	343	73	100	-	-	-	-	-	517
Placemaking capital projects (hostile vehicle)	-	-	-	-	100	1,050	-	-	-	-	1,150
Priority Year Scheme - Various	(11)	(0)	-	-	-	-	-	-	-	-	(11)
City Services - Sub Total	7,317	12,955	9,552	20,816	17,169	1,050	-	-	-	-	68,859
TOTAL EXPENDITURE	29,466	31,358	26,210	52,669	88,432	67,159	18,481	6,530	584	10,609	331,497
Financed By:											
General Capital Grant	(4,754)	(3,858)	(4,107)	(2,030)	(2,827)	(1,173)	(37)	-	-	-	(18,787)
Supported Borrowing	(4,058)	(4,077)	(4,097)	(4,072)	(3,736)	(525)	-	-	-	-	(20,565)
Unsupported Borrowing	(2,125)	(5,787)	(1,771)	(1,387)	(10,035)	(26,020)	(6,121)	(5,027)	(558)	(10,589)	(69,419)
Prudential Borrowing	(84)	(123)	-	-	(40)	-	-	-	-	-	(247)
External Grants	(12,911)	(13,055)	(15,174)	(43,158)	(52,488)	(27,408)	(11,045)	(1,503)	(26)	(20)	(176,789)
S106	(868)	(523)	(410)	(1,216)	(609)	(3,670)	(328)	-	-	-	(7,624)
Other Contributions	(242)	(268)	(75)	(1)	(793)	(82)	-	-	-	-	(1,461)
Capital Receipts	(3,136)	(820)	(25)	(18)	(2,759)	(1,834)	(950)	-	-	-	(9,543)
Revenue Contributions	(75)	(68)	(38)	(489)	(842)	-	-	-	-	-	(1,512)
Reserves	(1,081)	(2,777)	(464)	(169)	(14,303)	(6,447)	-	-	-	-	(25,242)
Finance Lease	(131)	-	(50)	(128)	-	-	-	-	-	-	(308)
TOTAL	(29,466)	(31,358)	(26,210)	(52,669)	(88,432)	(67,159)	(18,481)	(6,530)	(584)	(10,609)	(331,497)

Appendix C – Capital Programme 2022/23

	Adjusted Budget 2022/23	Projected Outturn	Variance (- favourable)	Potential slippage	(Under)/ Overspend
	£000's	£000's	£000's	£000's	£000's
21st Century Schools - Special Sector					
Maes Ebbw	85	85	-	-	-
Iscoed Secondary Band B	7,584	7,584	0	0	-
Bassaleg Secondary Band B	17,001	14,953	(2,049)	(2,049)	-
Caerleon Secondary Band B	168	36	(132)	(132)	-
Whiteheads Primary Band B	1,230	883	(347)	(347)	-
Glan Llyn - Fixtures and Fittings Band B	47	47	-	-	-
St Andrews Demountables Band B	1,453	680	(773)	(773)	-
Welsh Medium Primary School	958	958	-	-	-
Lliswerry High S106 Fencing	15	15	-	-	-
ED Tech Grant	76	76	-	-	-
Charles Williams Renovations	2,204	1,143	(1,061)	(1,061)	-
Pentrepoeth - site accessibility	349	355	6	6	-
St Mary's Urgent Capital repairs grant	396	396	-	-	-
Education Maintenance Grant - 1920	672	672	-	-	-
Education Maintenance Grant - 20/21	1,550	1,076	(474)	(474)	-
Education Maintenance Grant - 21/22	1,875	2,144	269	269	-
Education Accessibility Studies - Phase 1	248	248	-	-	-
Education Accessibility Studies - Phase 2	63	63	-	-	-
Free school meals capital works	1,800	1,800	-	-	-
Maindee Primary LED Lighting Upgrade	72	71	(1)	-	(1)
Pillgwenlly Primary ICT Replacement	42	42	-	-	-
Screens Bassaleg Demountables	6	6	-	-	-
Open Schools Outside Hours	1,022	1,022	-	-	-
Education - Sub total	38,916	34,354	(4,562)	(4,561)	(1)
Parks Improvements	700	46	(654)	(654)	-
Refit	1,000	800	(200)	(200)	-
Low Carbon Heat Grant NISV	332	332	-	-	-
Low Carbon Heat Grant Caerleon Comp	114	114	-	-	-
Low Carbon Heat Grant Rogerstone	51	51	-	-	-
Primary					
Tredegar Park Cycle improvements	45	35	(10)	-	(10)
Lighthouse Inn gateway to the levels	93	93	0	0	-
Cemeteries Improvements	500	598	98	98	-
Gwent Green Grid GI Project	69	69	-	-	-
Gwent Green Grid Trees Project	30	30	-	-	-
Gwent Green Grid Access Project	73	73	-	-	-
St Julian's High LED Lighting Upgrade	99	99	-	-	-
Docksway Landfill Capping Works	1,122	2,030	908	-	908
Newport East MUGA Reprovision	514	514	-	-	-
Pentonville Development (Sorrell Hill, Barack Hill and Allt-yr-yn)	26	26	-	-	-
Tredegar Park Tennis Courts Refurbishment	61	77	16	-	16
Newport Station Footbridge - LTF	1,697	1,697	-	-	-
Gwastad Mawr Flood Attenuation Works	75	60	(15)	-	(15)
Leisure centre New build	4,512	550	(3,962)	(3,962)	-
Nature Networks - Monkey Island	85	85	-	-	-
Nature Networks - Shaftsbury Allotments	51	51	(0)	-	(0)
Green Infrastructure	285	285	-	-	-

Nature Networks - Old Tredegar Golf Course	15	15	0	-	0
Electric Vehicle grant aided replacement	320	320	-	-	-
Local Places for Nature Grant	250	250	-	-	-
ATF Core Allocation 22/23	740	740	-	-	-
Environment & Public Protection - Sub total	12,857	9,039	(3,819)	(4,718)	899
Gypsy/Traveller Site Development	44	44	(0)	-	(0)
Housing & Communities - Sub total	44	44	(0)	-	(0)
IT Replacement Schemes	150	76	(74)	(74)	-
Asset Management Programme	1,901	1,901	0	0	-
Civic Centre / Info Station Service Relocations	29	29	-	-	-
Assistive Technology in Social Care	74	74	-	-	-
Information Station	248	225	(23)	-	(23)
Library (infostation move)	1,454	1,454	(0)	-	(0)
Print 2010- Managed Printer Service	-	27	27	-	27
People, policy & transformation - Sub total	3,856	3,786	(70)	(74)	4
Disabled Facilities	1,259	670	(589)	(589)	-
DFG ICF Funding	29	29	-	-	-
DFG ICF Backlog Funding	595	595	(0)	-	(0)
Childcare - Flying Start	473	175	(298)	-	(298)
Flying Start Capital Grant 22/23	225	225	-	-	-
Small Grant Scheme Childcare Offer	396	396	-	-	-
Safety at Home	378	458	80	80	-
ENABLE Adaptations Grant	247	247	-	-	-
Prevention & inclusion - Sub total	3,601	2,794	(807)	(509)	(298)
Indoor Newport Market	441	441	-	-	-
Market Arcade Townscape Heritage Scheme	737	737	0	-	0
Cardiff City Region Deal	315	315	(0)	-	(0)
Mill Street Development Loan	261	0	(261)	-	(261)
Chartist Tower	256	258	1	-	1
TRI Thematic Funding	842	302	(540)	(0)	(540)
Clarence House Loan	702	702	-	-	-
Transforming Towns Griffin House	246	246	-	-	-
Transforming Towns Placemaking	107	107	-	-	-
Central Library - Structural Works	9	9	(0)	-	(0)
Transporter Bridge - Phase 2 Delivery	10,000	3,000	(7,000)	(7,000)	-
Medieval Ship	4	4	-	-	-
Placemaking capital projects	200	200	-	-	-
Regeneration & economic development - Sub total	14,121	6,322	(7,800)	(7,000)	(800)
Rosedale Annexes	471	471	(0)	-	(0)
Telecare Service Equipment	32	0	(32)	-	(32)
Windmill Feasibility Study	160	270	110	-	110
Rose Cottage Sewerage Works	3	0	(3)	-	(3)

Disbursed accommodation and Covid-19 equipment	240	240	-	-	-
Equipment for Disabled Grant (GWICES)	165	165	-	-	-
Social Care - Sub total	1,072	1,146	75	-	75
City Services Annual Sums	2,361	2,361	(0)	(0)	-
Peterstone Sewage Scheme	583	583	(0)	(0)	-
Fleet Replacement Programme	1,598	1,393	(204)	(204)	-
Carnegie Court Emergency River Works	154	154	0	-	0
Private sector bus electrification	6,323	6,323	-	-	-
Kingsway car park operation - expansion of car park services to take on the operation of Kingsway Car Park	100	30	(70)	-	(70)
20 mph core allocation	251	251	-	-	-
Resilient Roads	1,485	1,485	-	-	-
Safe Routes in Communities 22/23	50	50	-	-	-
Placemaking capital projects (hostile vehicle)	100	10	(90)	(90)	-
Bus Infrastructure	900	900	-	-	-
Low Carbon Heat Grant Designs	60	60	-	-	-
City Services - Subtotal	13,965	13,601	(364)	(294)	(70)
Total	88,432	71,086	(17,347)	(17,156)	(191)

Appendix D – Recent Capital Receipts Activity

Unallocated Capital Receipts	Receipts Received in Year £'000	Total Available Receipts 2022/23 £'000
GENERAL CAPITAL RECEIPTS		
Balance b/f from 2021/22		7,174
Sales		
Vehicle sales	52	
Land next to Ringland Health Centre	256	
Overage for land adjoining Stelvio Road	30	
Sale of 5 Whitestone Av, Swansea (NCC share)	34	
		372
Commitments within the Capital Programme		
Fleet Replacement Programme	-1,223	
Replacement for Education maintenance grant funding 20/21 used on general activities	-1,566	
New Leisure Centre	-1,000	
St Mary's Primary School	-950	
Indoor Market Further Developer Loan	-441	
		-5,180
Recent Cabinet approval (still subject to call in)		
Newport Centre demolition (Council share)	-892	
		-892
Total Amount Uncommitted		1,474
NEWPORT UNLIMITED		
Balance b/f from 2020/21		2,216
Sales		
None		0
Usage		
None	0	0
Commitment		
None	0	0
Total Amount Uncommitted		2,216
TOTAL NCC RECEIPTS (Uncommitted)		3,690

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Report

Cabinet

Part 1

Date: 14 December 2022

Subject **Half Yearly Report on Treasury Management for the period 2022/23**

Purpose This report is to inform Cabinet of treasury activities undertaken during the period from April 2022 to end of September 2022 and confirms, (other than interest rate volatility exposure), that all treasury and prudential indicators have been adhered to. The report has been considered by Governance and Audit Committee who provided no reservations or adverse feedback. Cabinet is asked to make any comments or observations, as needed, which will be included in a similar report when subsequently sent to Council.

Author Assistant Head of Finance / Chief Accountant

Ward All

Summary In line with the agreed Treasury Management Strategy, the Council continues to be both a short-term investor of cash and borrower to manage day-to-day cash flows. Current forecasts indicate that, in the future, temporary borrowing may be required to fund normal day-to-day cash flow activities and longer-term borrowing will increase to fund commitments in the current capital programme, as well as the impact of reduced capacity for 'internal borrowing'. However, symptomatic of the extraordinary funding received in the previous year, the Council is anticipated to remain a net investor of funds in the short term (£50m at end of September), and this has continued to cause an unusual variance and non-compliance against the performance indicator that monitors exposure to interest rate changes.

Up to end of September 2022, the Council's net borrowing is £140.6m, a decrease of £1.5m on 31 March 2022 levels.

Proposal To note the report on treasury management activities during the first half year period of 2022-23 and provide any comments on the report for inclusion in the subsequent report to Council.

Action by Head of Finance / Assistant Head of Finance

Timetable Immediate

This report was prepared after consultation with:

- Treasury Advisors
- Head of Finance

Signed

Background

1. Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which required the Authority to approve a treasury management strategy before the start of each financial year and, as a minimum, a semi-annual and annual treasury outturn report. This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.

2. CIPFA defines Treasury Management as

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

3. The 2022/23 Treasury Management Strategy was approved by the Council as part of the Capital Strategy in February 2022 and can be viewed at the following location.

<https://democracy.newport.gov.uk/documents/s21100/04%20Cabinet%20Report%20-%20Capital%20Strategy%20and%20Treasury%20Strategy%202022-23.pdf?LLL=0>

4. This report presents the following information:

- details of capital financing, borrowing, any debt rescheduling and investment transactions
- reports on the risk implications of treasury decisions and transactions
- details the monitoring position on treasury management transactions
- compliance with treasury limits set and Prudential Code

5. This report was considered by Governance & Audit Committee on 27th October 2022. No contrary feedback or need for revision was volunteered, and it was endorsed for onward circulation to Cabinet and subsequently Council. Members of that Committee did acknowledge that Treasury management was one of the more technical and complex areas of accounting and would welcome a training session on such. That is currently being arranged, and a glossary of technical terms will be developed and included with future reports as an aide memoire.

BORROWING STRATEGY / ACTIVITY

Short and Long Term Borrowing

6. Whilst the Council has significant long-term borrowing requirements, the Council's current strategy of funding capital expenditure is through the concept of 'internal borrowing', where the Council seeks to use its existing cash balances to afford its capital expenditure prior to taking out external borrowing i.e. deferring taking out new long term borrowing and funding capital expenditure from the Council's own cash resources for as long as is possible, which it has because of its 'cash-backed' reserves and, to a lesser extent, day to day positive cash-flows. The Council may undertake borrowing early if there is a clear underlying need for future borrowing and it feels it can minimise the risk of future interest rate rises while providing value for money. Any such action will be in line with advice from our treasury advisors.

7. As anticipated, the Bank of England has started to increase interest rates with a traditional perception that their control will mitigate inflationary pressures. The Council's treasury advisors predict that rates will continue to increase until December 2022, thereafter borrowing is anticipated

to become cheaper again, albeit it is unlikely to return to the low levels seen in recent years. Given current investment levels, and whilst a couple of longstanding loans fall due for redemption between now and financial year end, it is anticipated that the year-end position will still be a net investment balance of circa £20m. This also prudently assumes that capital spending is in line with the capital programme, when instead commonly service managers will identify an increasing need to slip capital budgets into following year as the year progresses, which in turn defers the need to borrow still further.

8. By using an internal borrowing strategy, the Council can also minimise cash holding at a time when counterparty risk remains relatively high, especially within the current economic climate. The interest rates achievable on the Council's investments are also significantly lower than the current rates payable on long-term borrowing so this remains a sensible consideration in operating an 'internal borrowing' arrangement – i.e. it would cost more to borrow than it would to utilise existing investment balances and forego interest receivable.
9. Whilst the strategy minimises investment counterparty risk, the risk of interest rate exposure is increased as the current longer term borrowing rates may rise into the future. The performance indicator for interest rate exposure is exceeded currently due primarily to the level of recurrent short term investments being undertaken. There has been a conscious choice to keep a larger "cash" balance, which originated during the Covid-19 pandemic, and there is also an assumption that capital expenditure levels will need to increase significantly to address the levels/budgets approved in capital programme. The market position is being constantly monitored in order to manage this risk as best as possible.
10. The following table compares the borrowing levels at the end of September with the equivalent from March 2022 and the end of the previous year. This indicates a net reduction in borrowing of £1.5m during 2022-23 due to the EIP (equal instalment of principal) loans in the portfolio which pays back principal over the life of the loan, so the borrowing levels decline naturally over the life of the loan as an alternative to maturity based loans where the amount borrowed is only repaid at the end when the loan period expires. There are a couple of smaller value maturity loans that fall due for redemption before the end of financial year. At this stage it is not anticipated there will be a need to replace these with equivalent borrowing, though this is likely to be a temporary position.

Comparison	As at Sept 22	End March 22	End March 21
	£'000	£'000	£'000
Public Works Loan Board	95,794	97,064	101,973
Temporary Borrowing			5,000
Interest Free Borrowing	9,815	10,080	10,553
LOBOs	30,000	30,000	30,000
Ex - LOBO converted to more traditional instrument	5,000	5,000	5,000
Total Borrowing	140,609	142,144	152,526

11. As well as traditional external borrowing via the Public Works Loans Board (PWLB), the Council has LOBO (Lender Option / Borrower Option) borrowing totalling £30m. One of the more unusual features of a LOBO is that the lender can volunteer a change in rate at certain intervals, and this is more probable in an environment of rising interest rates, as currently experienced. Therefore, all £30m outstanding is subject to potential change of interest rates by the lender (which would automatically trigger a right to the Council to repay these loans). No such calls have been made in the first 6 months of 2022/23, and should a change of interest rate be requested, a decision on how

to proceed considering other financing options would be made in conjunction with our treasury advisors.

INVESTMENTS ACTIVITY / POSITION

12. The Council's strategies in this area of Treasury Management are:

- to be a short term and relatively low value investor, consistent with the pursuit of an 'internal borrowing strategy' and
- investment priorities should follow the priorities of security, liquidity and yield, in that order.

13. The following table compares the investment levels at the end of September 2022 with the equivalent from the end March 2022 and the previous year. This indicates a net decrease in investment activity of £8.3m since March 2022.

Comparison		As at Sept 22	End March 22	End March 21
		£'000	£'000	£'000
Investments		-50,000	-58,265	-24,780

14. These investments reflect surplus cash invested in financial institutions or organisations to provide a return. Appreciating the ongoing Ukrainian turmoil, (and whilst the global nature of investment markets makes it difficult to track the ultimate consequences), it can be confirmed that none of the Council's investments directly involve Russian institutions.

15. As commenced during the pandemic, the Authority has continued to keep more cash available at shorter notice than is normal to cover any unexpected calls on cash flow. Currently, there is not much demand for very short term borrowing within the market place, and rates on deposits below 1 month with the Debt Management Account Deposit Facility (DMADF) are 1.87%. The Authority's investments with other local authorities are for slightly longer periods and involve interest rates of between 1.42% and 2.8%, depending on length of deposit. It is anticipated that investments will reduce during 2022/23 as an alternative to borrowing until we ultimately reach the minimum balance of £10m during 2023/24, which will remain invested for compliance with MiFID II and to avoid being treated as retail customers by treasury advisors. Currently, the Council has £10m invested in the CCLA money market fund for this purpose, with the current return being circa 1.94%, although this can fluctuate. It can be redeemed without notice should greater returns start to be evident elsewhere as interest rates rise, and, in line with that, possible alternatives such as "covered bonds" are currently being reviewed for their security, liquidity and yield.

16. The Council is also looking into the possibility of investing in longer term pooled investments, which often generate higher returns and appreciation in investment values. This follows an approved savings proposal as part of the 2021/22 budget, which increased the income target for interest income by £200k. To date, the Council has achieved this target without needing to undertake these investments, due to high investment balances and, more recently, increasing interest rates. Therefore, the earliest such investments, including 'covered bonds' mentioned above, would be undertaken in 2023/24. A clearer picture of the economic outlook will be available at that point, as will the confirmed accounting treatment for such investments going forward, which is an important aspect affecting the 'risks' of such activity.

NON-TREASURY INVESTMENTS

17. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the Investment Guidance issued by Ministry of

Housing, Communities and Local Government's (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

18. Whilst the Statement of Accounts for 2021-22 is still to be finalised, illustratively at year end (March 22) the Authority held such investments in:
 - directly owned property such as office and commercial units of £12.7m
 - loans to developers £10.6m
 - shareholding in subsidiaries £0.3m (Newport Transport)
19. Directly held property is subject to annual valuation review which can change the value of the holding. In terms of the financial valuations of these assets, the Covid-19 pandemic impacted global financial markets such that less weight can be attached to previous market evidence for comparison purposes, to inform opinions of value. Therefore, the valuations are currently reported on the basis of 'material valuation uncertainty'. Consequently, less certainty and a higher degree of caution should be attached to the valuation of these property investments than would traditionally be the case.
20. The developer loans activity reflects those regenerative partnership projects that are included within the capital programme to assist developers with cash flow loans on particular projects and which are required to be repaid plus interest. The increase of £5.9m during 2021-22, when compared to previous year, reflects the progress in relation to the Indoor Market and Mill Street regeneration schemes predominantly. The capital programme for 2022-23 includes a budget to extend the loan facility by £500k in respect of the Indoor Market development. This has been captured in an amended loan agreement.

OTHER TREASURY CONSIDERATIONS FOR 2022-23

Economic background and Counter Party Update

21. Appendix A outlines the underlying economic environment as provided by the Council's Treasury Management Advisors, Arlingclose. This is very useful context in informing annual strategy and assisting in effective treasury decisions.
22. Arlingclose constantly review their advice in light of changing economic conditions. The latest such advice being:

Fitch has revised the United Kingdom's outlook to Negative from Stable and affirmed the short and long-term sovereign ratings.

Arlingclose Advice:

Where strategies permit, Arlingclose remains comfortable with clients making investments of unlimited amounts for up to 50 years with the UK Government, including the Debt Management Account Deposit Facility, treasury bills and gilts.

There is no change to our investment advice on entities located in the United Kingdom.

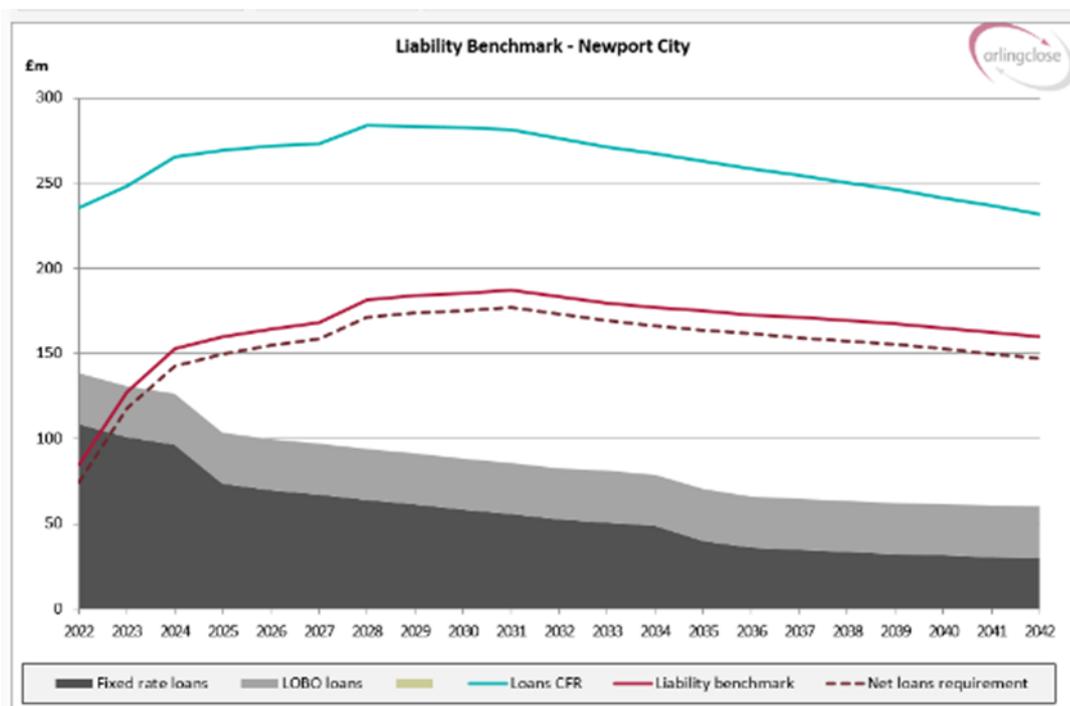
Compliance with Prudential Indicators approved by Council

23. The Authority measures and manages its exposures to treasury management risks using various indicators which can be found in Appendix B. There is an exception that the Council is exposed to higher degree of interest rate fluctuation than anticipated in the treasury strategy, the rationale of which is explained in that appendix and reflects, primarily, the volume of net investments being undertaken at the moment. But, other than that, the Authority continues to comply with the

Prudential Indicators for 2022/23, set in February 2022 as part of the Treasury Management Strategy.

Liability Benchmark Indicator

24. CIPFA recommends that the optimum position for external borrowing should be at the level of the Liability Benchmark (i.e. all balance sheet resources should be used to maximise internal borrowing). If the outputs show future periods where external loans are less than the Liability Benchmark, then this indicates a borrowing requirement thus identifying where the authority is exposed to interest rate, liquidity and refinancing risks. Conversely, where external loans exceed the Liability Benchmark then this will highlight an over borrowed position which will result in excess cash in the organisation requiring investment thus exposing the authority to credit and reinvestment risks and a potential cost of carry. The treasury strategy should explain how the treasury risks identified by the Liability Benchmark are to be managed over the coming years.
25. A recent change in guidance recommended sharing details of benchmark liability periodically with members. The Liability Benchmark is effectively the Net Borrowing Requirement of a local authority plus a liquidity allowance. In its simplest form, it is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow. It is often denoted in pictorial form using the following graph:



26. The chart above shows actual borrowing maturing over time (grey area reducing), however the need to borrow (the blue CFR line) is increasing significantly over the short term due to the extensive capital programme. Over the long-term, to ensure a sustainable position, the CFR needs to come down in order for the liability benchmark to stabilise and reduce to current levels (note, even with a steep reduction in CFR the liability benchmark doesn't reduce to current levels until about 2040). Therefore, the chart is demonstrating the following important points/assumptions:
- To be sustainable, the CFR cannot continue increasing at the rate it is currently, and a prudent limit should be placed on the future capital programme to reduce the CFR over the long-term (set out further in the Capital Strategy)
 - The liability benchmark is increasing significantly in the short term, meaning that the Council will be required to undertake new borrowing over time, therefore putting pressure on the revenue budget through increased interest payments.
 - The ability to use further internal borrowing will diminish, with internal borrowing reducing over time as reserves and cash balances are utilised.

- As existing borrowing matures (grey area reducing) there will be the need to refinance this debt over the long-term.

Ultimately the most fundamental way to reduce an inherent need to borrow is to reduce the level of capital expenditure funded by borrowing. The graphical illustration above remains predicated upon future capital expenditure of £7.5m per annum afforded by borrowing. This is however, illustrative at this point as the effect of such borrowing will ultimately need to be afforded in the Council revenue budget and, given an early anticipation of pressures on the Council's revenue budget going forward, will need be assessed for affordability and prudence. This may impact subsequently upon differing liability benchmark scenarios being adopted at next reporting interval.

Outlook for short to medium term

27. As outlined in the Liability Benchmark graph, and elsewhere in the report, the Council has a longer term underlying need to borrow. This is driven by the increasing expenditure on the Capital Programme, with a significant peak expected during 2022/23 and 2023/24, as well as the need to refinance existing borrowing. It is anticipated that the need to borrow will crystallise towards the latter part of the 2023/24 financial year, unless there is slippage against the Capital Programme, in which case that need could be deferred until 2024/25. In the intervening period, the Council should be able to manage its cashflow requirements through its internal borrowing strategy and gradually reducing the level of investments held. If there are any short term cashflow needs, these can be addressed via short term borrowing.
28. Because of there not being a short term need to borrow, it is not anticipated that the Council will be significantly impacted by the recent rise in interest rates. Aside from LOBOs, which could potentially see interest rate rises, all of the external borrowing is on a fixed rate basis. Therefore, and in line with advice from the treasury advisors, the intention is to hold off undertaking any borrowing until absolutely necessary, in anticipation that rates will reduce, even if not to the levels available in recent years. This position will be reviewed on a regular basis in conjunction with the treasury advisors, especially in light of the volatile economic context and the regularly changing borrowing rates.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Investment counterparty not repaying investments	High but depending on investment value	Low	The Council only invests with institutions with very high credit scores. It employs advisors to monitor money market movements and changes to credit scores and acts immediately should things change adversely. The lower levels of funds available for investment will also alleviate the risk. Colleagues also monitor financial circulars and Treasury consultants' advice to be able to respond in a timely fashion, and withdrew	Members, Head of Finance, Treasury staff, based on advice from treasury advisors

			its investment from one local authority recently.	
Interest Rates moving adversely against expectations	Medium	Medium	Interest rates are currently volatile, however the Council's external borrowing is based on fixed interest rates, although there is a degree of risk in relation to LOBOs. The Council will continue to monitor interest rates in anticipation of a medium term need to borrow and will work with its treasury advisors to identify the optimum time to undertake any new borrowing.	Head of Finance, Treasury staff, treasury advisors

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

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

Options Available and considered

The Prudential Code and statute requires that, during and at the end of each financial year, reports on these matters are presented to Council for approval.

Preferred Option and Why

The approach required by statute is quite prescriptive, such that there aren't many choices/options. This report is a regular half yearly event. The Governance and Audit Committee acts as the main scrutiny mechanism before a similar report is received by Cabinet/Council. The approach remains unchanged in advocating that Cabinet notes the contents of the report in relation to Treasury activities and Indicators, and particularly the deficiency against the interest rate exposure indicator and provides endorsement or feedback pertinent to add to the Council report.

Comments of Chief Financial Officer

Decisions made on treasury matters will be made with a view to comply with the Treasury Management Strategy, Prudential Indicators, taking advice, where needed, from our Treasury Advisers.

It can be seen from the report that the Council continues to have high investment levels, largely resulting from slippage originating within the Capital Programme and the significant amount of cash received via Welsh Government grants towards the end of 2021/22. There remains an underlying, medium-term, need to borrow, which is currently anticipated to peak towards the end of 2023/24. In light of current interest rate volatility, the Council will continue to closely monitor rates in conjunction with its treasury advisors. However, at this point, there is sufficient confidence that the need to borrow is not imminent and, therefore, there is no sense of urgency in needing to commit to borrowing now, particularly as the advice is that interest rates are likely to fall over the medium term. In the event of circumstances changing rapidly, I have the delegation authority to borrow as needed to manage cash-flows and manage Treasury activity risk.

Comments of Monitoring Officer

There are no legal implications. The in year and annual treasury management report is consistent with relevant Chartered Institute of Public Finance and Accountancy Guidance, Treasury Management principles and the Council's investment Strategy.

Comments of Head of People and Business Change

There are no direct HR implications associated with the report.

The Well-being of Future Generations Act requires public bodies to balance short-term needs with the needs to safeguard the ability to meet long-term needs. As stated in this report, the Council continues to be both a short-term investor of cash and borrower to manage day-to-day cash flows but current forecasts indicate that in future temporary borrowing will continue to be required and longer-term borrowing will increase to fund the capital programme. Sound financial management by the Council aligns with the well-being goal of a Prosperous Wales.

Comments of Cabinet Member

N/A

Local issues

N/A

Scrutiny Committees

N/A

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. This is because this report is not seeking any strategic decisions or policy changes, with its purpose being to update on the treasury management activities for the year retrospectively. However, fairness and equality are considered as part of service delivery and will feature in annual finance reports, such as the Treasury and Capital Strategy.

In terms of the Wellbeing of Future Generations (Wales) Act, and the five ways of working contained within it, this report highlights examples of these being supported. This report is a backwards looking report of the treasury management activities of the Council. It shows that we followed the treasury management strategy and the compliance with prudential code and treasury management indicators. This links into the long-term objectives of the authorities and ensures that the Councils' activities are carried out in an affordable, prudent and sustainable manner.

In the case of the Welsh Language, the service will continue to ensure that, wherever possible, services or information is available in the medium of Welsh.

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. Nothing in this report is considered to have a direct equality impact.

Consultation

N/A

Background Papers

Report to Council February 2022: Capital Strategy and Treasury Strategy.

Dated: 24th November 2022

APPENDIX A

External Context - Provided by Council's Treasury Advisors

Economic background: The ongoing conflict in Ukraine has continued to put pressure on global inflation and the economic outlook for UK and world growth remains weak. The UK political situation towards the end of the period following the 'fiscal event' increased uncertainty further.

The economic backdrop during the April to September period continued to be characterised by high oil, gas and commodity prices, ongoing high inflation and its impact on consumers' cost of living, no imminent end in sight to the Russia-Ukraine hostilities and its associated impact on the supply chain, and China's zero-Covid policy. Central Bank rhetoric and action remained robust. The Bank of England, Federal Reserve and the European Central Bank all pushed up interest rates over the period and committed to fighting inflation, even when the consequences were in all likelihood recessions in those regions.

UK inflation remained extremely high. Annual headline CPI hit 10.1% in July, the highest rate for 40 years, before falling modestly to 9.9% in August. RPI registered 12.3% in both July and August. The energy regulator, Ofgem, increased the energy price cap by 54% in April, while a further increase in the cap from October, which would have seen households with average energy consumption pay over £3,500 per annum, was dampened by the UK government stepping in to provide around £150 billion of support to limit bills to £2,500 annually until 2024.

The labour market remained tight through the period but there was some evidence of easing demand and falling supply. The unemployment rate 3m/year for April fell to 3.8% and declined further to 3.6% in July. Although now back below pre-pandemic levels, the recent decline was driven by an increase in inactivity rather than demand for labour. Pay growth in July was 5.5% for total pay (including bonuses) and 5.2% for regular pay. Once adjusted for inflation, however, growth in total pay was -2.6% and -2.8% for regular pay.

With disposable income squeezed and higher energy bills still to come, consumer confidence fell to a record low of -44 in August, down -41 in the previous month. Quarterly GDP fell -0.1% in the April-June quarter driven by a decline in services output, but slightly better than the 0.3% fall expected by the Bank of England.

The Bank of England increased the official Bank Rate to 2.25% over the period. From 0.75% in March, the Monetary Policy Committee (MPC) pushed through rises of 0.25% in each of the following two MPC meetings, before hiking by 0.50% in August and again in September. August's rise was voted by a majority of 8-1, with one MPC member preferring a more modest rise of 0.25%. The September vote was 5-4, with five votes for an 0.5% increase, three for an 0.75% increase and one for an 0.25% increase. The Committee noted that domestic inflationary pressures are expected to remain strong and so given ongoing strong rhetoric around tackling inflation further Bank Rate rises should be expected.

On 23rd September the UK government, following a change of leadership, announced a raft of measures in a 'mini budget', loosening fiscal policy with a view to boosting the UK's trend growth rate to 2.5%. With little detail on how government borrowing would be returned to a sustainable path, financial markets reacted negatively. Gilt yields rose dramatically by between 0.7% - 1% for all maturities with the rise most pronounced for shorter dated gilts. The swift rise in gilt yields left pension funds vulnerable, as it led to margin calls on their interest rate swaps and risked triggering large scale redemptions of assets across their portfolios to meet these demands. It became necessary for the Bank of England to intervene to preserve market stability through the purchase of long-dated gilts, albeit as a temporary measure, which has had the desired effect with 50-year gilt yields falling over 100bps in a single day.

Bank of England policymakers noted that any resulting inflationary impact of increased demand would be met with monetary tightening, raising the prospect of much higher Bank Rate and consequential negative impacts on the housing market.

After hitting 9.1% in June, annual US inflation eased in July and August to 8.5% and 8.3% respectively. The Federal Reserve continued its fight against inflation over the period with a 0.5% hike in May followed by three increases of 0.75% in June, July and September, taking policy rates to a range of 3% - 3.25%.

Eurozone CPI inflation reached 9.1% y/y in August, with energy prices the main contributor but also strong upward pressure from food prices. Inflation has increased steadily since April from 7.4%. In July the European Central Bank increased interest rates for the first time since 2011, pushing its deposit rate from -0.5% to 0% and its main refinancing rate from 0.0% to 0.5%. This was followed in September by further hikes of 0.75% to both policy rates, taking the deposit rate to 0.75% and refinancing rate to 1.25%.

Financial markets: Uncertainty remained in control of financial market sentiment and bond yields remained volatile, continuing their general upward trend as concern over higher inflation and higher interest rates continued to dominate. Towards the end of September, volatility in financial markets was significantly exacerbated by the UK government's fiscal plans, leading to an acceleration in the rate of the rise in gilt yields and decline in the value of sterling.

Due to pressure on pension funds, the Bank of England announced a direct intervention in the gilt market to increase liquidity and reduce yields.

Over the period the 5-year UK benchmark gilt yield rose from 1.41% to 4.40%, the 10-year gilt yield rose from 1.61% to 4.15%, the 20-year yield from 1.82% to 4.13% and the 50-year yield from 1.56% to 3.25%. The Sterling Overnight Rate (SONIA) averaged 1.22% over the period.

Credit review: In July Fitch revised the outlook on Standard Chartered from negative to stable as it expected profitability to improve thanks to the higher interest rate environment. Fitch also revised the outlook for Bank of Nova Scotia from negative to stable due to its robust business profile.

Also in July, Moody's revised the outlook on Bayerische Landesbank to positive and then in September S&P revised the GLA outlook to stable from negative as it expects the authority to remain resilient despite pressures from a weaker macroeconomic outlook coupled with higher inflation and interest rates.

Having completed its full review of its credit advice on unsecured deposits at UK and non-UK banks, in May Arlingclose extended the maximum duration limit for five UK banks, four Canadian banks and four German banks to six months. The maximum duration for unsecured deposits with other UK and non-UK banks on Arlingclose's recommended list is 100 days. These recommendations were unchanged at the end of the period.

Arlingclose continued to monitor and assess credit default swap levels for signs of credit stress but made no changes to the counterparty list or recommended durations. Nevertheless, increased market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Arlingclose's Economic Outlook for the remainder of 2022/23 (based on 26th September 2022 interest rate forecast)

	Current	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
Official Bank Rate													
Upside risk	0.00	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	2.25	4.25	5.00	4.75	4.25	3.75	3.25						
Downside risk	0.00	-1.00	-1.00	-0.75	-0.50	-0.50	-0.50	-0.75	-1.25	-1.50	-1.75	-1.75	-1.75

Arlingclose expects Bank Rate to rise further during 2022/23 to reach 5% by the end of the year.

The MPC is particularly concerned about the demand implications of fiscal loosening, the tight labour market, sterling weakness and the willingness of firms to raise prices and wages.

The MPC may therefore raise Bank Rate more quickly and to a higher level to dampen aggregate demand and reduce the risk of sustained higher inflation. Arlingclose now expects Bank Rate to peak at 5.0%, with 200bps of increases this calendar year.

This action by the MPC will slow the economy, necessitating cuts in Bank Rate later in 2024.

Gilt yields will face further upward pressure in the short term due to lower confidence in UK fiscal policy, higher inflation expectations and asset sales by the BoE. Given the recent sharp rises in gilt yields, the risks are now broadly balanced to either side. Over the longer term, gilt yields are forecast to fall slightly over the forecast period.

Background:

Monetary policymakers are behind the curve having only raising rates by 50bps in September. This was before the “Mini-Budget”, poorly received by the markets, triggered a rout in gilts with a huge spike in yields and a further fall in sterling. In a shift from recent trends, the focus now is perceived to be on supporting sterling whilst also focusing on subduing high inflation.

There is now an increased possibility of a special Bank of England MPC meeting to raise rates to support the currency. Followed by a more forceful stance over concerns on the looser fiscal outlook. The MPC is therefore likely to raise Bank Rate higher than would otherwise have been necessary given already declining demand. A prolonged economic downturn could ensue.

Uncertainty on the path of interest rates has increased dramatically due to the possible risk from unknowns which could include for instance another Conservative leadership contest, a general election, or further tax changes including implementing windfall taxes.

The government's blank cheque approach to energy price caps, combined with international energy markets priced in dollars, presents a fiscal mismatch that has contributed to significant decline in sterling and sharp rises in gilt yields which will feed through to consumers' loans and mortgages and business funding costs. UK government policy has mitigated some of the expected rise in energy inflation for households and businesses flattening the peak for CPI, whilst extending the duration of elevated CPI. Continued currency weakness could add inflationary pressure.

The UK economy already appears to be in recession, with business activity and household spending falling. The short- to medium-term outlook for the UK economy is relatively bleak. Global bond yields have jumped as investors focus on higher and stickier US policy rates. The rise in UK government bond yields has been sharper, due to both an apparent decline in investor confidence and a rise in interest rate expectations, following the UK government's shift to borrow to loosen fiscal policy. Gilt yields will remain higher unless the government's plans are perceived to be fiscally responsible.

The housing market impact of increases in the Base Rate could act as a “circuit breaker” which stops rates rising much beyond 5.0%, but this remains an uncertainty.

APPENDIX B

Local Context

On 31st March 2021, the Authority had net borrowing of £128.3m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. Whilst work on the 2021-22 Statement of Accounts remains a work in progress, a comparative draft illustration is provided in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.22 Draft/budgeted £m	31.3.21 Actual £m
General Fund CFR	295	281
Less: *Other debt liabilities	-39	-41
Loans CFR	256	240
Less: Usable reserves	-168	-108
Less: Working capital	-4	-4
Net borrowing	84	128

* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

The treasury management position on 30th September 2022 and the change over the six months is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.22	Movement	30.9.22	30.9.22
	Balance £m	£m	Balance £m	Rate %
Long-term borrowing	97	-1.2	95.8	3.80%
Long-term interest free borrowing	10.1	-0.3	9.8	0%
LOBOS	30	0	30	4.30%
Ex LOBO	5	0	5	3.80%
Short-term borrowing	0	0	0	N/A
Total borrowing	142.1	-1.5	140.6	
Long-term investments	0	0	0	N/A
Short-term investments	-36	-4	-40	2%
Cash and cash equivalents	-22.3	12.3	-10	2%
Total investments	-58.3	8.3	-50	
Net borrowing	83.8	6.8	90.6	

Borrowing

CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority.

PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; Local authorities can borrow from the PWLB provided they can confirm they are not planning to purchase 'investment assets primarily for yield' in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 151 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.

Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.

Competitive market alternatives may be available for authorities with or without access to the PWLB. However, the financial strength of the individual authority and borrowing purpose will be scrutinised by commercial lenders.

The Authority is not planning to purchase any investment assets primarily for yield within the next three years and so is able fully access the PWLB

Borrowing Strategy and Activity

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

Over the April-September period short term PWLB rates rose dramatically, particular in late September after the Chancellor's 'mini-budget', included unfunded tax cuts and additional borrowing to fund consumer energy price subsidies. Exceptional volatility threatened financial stability, requiring Bank of England intervention in the gilt market. Over a twenty-four-hour period some PWLB rates increased to 6%, before the intervention had the desired effect, bringing rates back down by over 1% for certain maturities. A truly wild and unprecedented period in fixed income markets, with a direct impact on PWLB rates.

Interest rates rose by over 2% during the period in both the long and short term. As an indication the 5-year maturity certainty rate rose from 2.30% on 1st April to 5.09% on 30th September; over the same period the 30-year maturity certainty rate rose from 2.63% to 4.68%

At 30th September the Authority held £140.6m of loans, (a decrease of £1.5m on 31st March 2022 levels, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 2 above.

The Authority's borrowing decisions are not predicated on any one outcome for interest rates, but the Council's portfolio is a little unusual in being so skewed towards long term fixed rate instruments.

There remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields + 0.80%. The Authority will evaluate and pursue these lower cost solutions and opportunities with its advisor Arlingclose.

LOBO loans: The Authority continues to hold £30m of LOBO (Lender’s Option Borrower’s Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option during the 6 months to end of September 2022.

Other Debt Activity

Although not classed as borrowing, the Authority previously raised capital finance previously to afford Glan Usk School and the Southern Distributor Road. The Accounts for 2021-22 are still be being prepared at the time this report is finalised, but as an illustration the 2020-21 Statement of Accounts indicated an outstanding liability of £39m to pay to the operator.

Treasury Investment Activity

CIPFA revised TM Code defines treasury management investments as those which arise from the Authority’s cash flows or treasury risk management activity that ultimately represents balances which need to be invested until the cash is required for use in the course of business.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the year, the Authority’s investment balances ranged between £98.7 million and £50 million due to timing differences between income and expenditure. The investment position is shown in table 3 below.

Table 3: Treasury Investment Position

	31.3.22	Net	30.9.22	30.9.22	30.9.22
	Balance	Movement	Balance	Income Return	Weighted Average Maturity
	£m	£m	£m	%	days
Banks & building societies (unsecured)	-2.3	2.3	0		
Covered bonds (secured)					
Government (incl. local authorities)	-46	6	-40	2%	70
Money Market Funds	-10	0	-10	2%	On call
Total investments	-58.3	8.3	-50		

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority’s objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

The increases in Bank Rate over the period under review, and with the prospect of more increases to come, short-dated cash rates, which had ranged between 0.7% - 1.5% at the end of March, rose by around 1.5% for overnight/7-day maturities and by nearly 3.5% for 9-12 month maturities.

Indicatively by end September, the rates on DMADF deposits ranged between 1.85% and 3.5%. The return on the Council’s sterling low volatility net asset value (LVNAV) Money Market Funds ranged between 0.9% - 1.1% p.a. in early April and between 1.8% and 2.05% at the end of September.

Non-Treasury Investments

The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in the Investment Guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also held investments in

- directly owned property such as office and commercial units of £12.7m
- loans to developers £10.6m
- shareholding in subsidiaries £0.3m

Compliance

The Chief Finance Officer reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 4 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 4 below.

Table 4: Debt Limits

	2022/23	30.9.22	2022/23 Operational Boundary	2022/23 Authorised Limit	Complied?
	Maximum	Actual			Yes/No
Borrowing	141.9	140.6	192	271	Y
PFI and Finance Leases	40	40	41	41	Y
Total debt	181.9	180.6	229	297	Y

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Table 5: Investment Limits

Sector	Time limit	Counterparty limit	Sector limit	30.9.22 Actual	Complied? Yes/No
The UK Government	50 years	Unlimited	n/a	£13m (average of 26 days invested)	Y
Local authorities & other government entities	25 years	£20m	Unlimited	£27m total (average of 91days invested). Max of £5m with one counterparty	Y
Secured investments *	20 years	£10m	Unlimited	0	Y
Banks (unsecured) *	13 months	£5m	Unlimited	0	Y
Building societies (unsecured) *	13 months	£5m	£10m	0	Y
Registered providers (unsecured) *	5 years	£5m	£25m	0	Y
Money market funds *	n/a	£10m	Unlimited	£10m (on call)	Y
Strategic pooled funds	n/a	£10 m	£25m	0	Y
Real estate investment trusts	n/a	£10m	£25m	0	Y
Other investments *	5 years	£5m	£5m	0	Y

Treasury Management Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: Other Councils have adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating *or* (credit score) of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

This is a functionality that we are potentially looking to volunteer in next year's treasury strategy but in the interim the Council still uses the table overleaf prescriptively in considering investments

Investment Limits

Credit rating	Banks unsecured	Banks	Government	Corporates	Registered Providers
		secured			
UK Govt	n/a	n/a	£ Unlimited	n/a	n/a
			50 years		
AAA	£5m	£10m	£10m	£5m	£5m
	5 years	20 years	50 years	20 years	20 years
AA+	£5m	£10m	£10m	£5m	£5m
	5 years	10 years	25 years	10 years	10 years
AA	£5m	£10m	£10m	£5m	£5m
	4 years	5 years	15 years	5 years	10 years
AA-	£5m	£10m	£10m	£5m	£5m
	3 years	4 years	10 years	4 years	10 years
A+	£5m	£10m	£5m	£5m	£5m
	2 years	3 years	5 years	3 years	5 years
A	£5m	£10m	£5m	£5m	£5m
	13 months	2 years	5 years	2 years	5 years
A-	£5m	£5m	£5m	£5m	£5m
	6 months	13 months	5 years	13 months	5 years
None	£1m	n/a	£10m	Not Applicable	£5m
	6 months		25 years		5 years
Pooled funds and real estate investment trusts		£10m per fund or trust			

No non-compliance issues were identified in first 6 months of 2021-22.

Interest Rate Exposures: This indicator is set to control the Authority’s exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interests was:

Interest rate risk indicator	2022/23 Limit	2022/23 Forecast		Complied?
Upper limit on one-year revenue impact of a 1% rise in interest rates (borrowing)	200,000	0		Y
Upper limit on one-year revenue impact of a 1% fall in interest rates (investments)	-100,000	-172,967		N

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

However the Council's borrowing solely utilises long term fixed rate instruments, which reduces the interest rate risk exposure to those elements that are due for redemption this financial year. This equates to 3 loans totalling £1.7m with collective net interest rate 8.4% pa. The Council is not immediately intent to replace such loans, but if it did, it would be doing so at far less interest rate than 8.4%, so there is no cost to such interest rate exposure

The Councils investment performance indicator shows a compliance failure because investment balances are deliberately held short term to utilise instead of additional borrowing. All would be subject to interest rate exposure should the market be exhibited a downward trend in interest rates and if there were a long term reinvestment motivation. This is not the current reality and so there remains little practical impact from the modelled compliance deviation.

Maturity Structure of Borrowing: This indicator is set to control the Authority’s exposure to refinancing risk. This indicator covers the risk of replacement loans being unavailable, not interest rate risk. The upper and lower limits on the maturity structure of all borrowing were:

Borrowing Limits and tolerances

	Upper Limit	Lower Limit	30.9.22 Actual	Complied?
Under 12 months	60%	0%	1%	Y
12 months and within 24 months	40%	0%	1%	Y
24 months and within 5 years	40%	0%	23%	Y
5 years and within 10 years	40%	0%	6%	Y
10 years and within 20 years	30%	0%	17%	Y
20 years and within 30 years	20%	0%	16%	Y
30 years and within 40 years	20%	0%	20%	Y
40 years and within 50 years	20%	0%	9%	Y
50 years and above	20%	0%	7%	Y

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2022/23	2023/24	2024/25
Limit on principal invested beyond year end	£10m	£10m	£10m
Actual principal invested beyond year end	0	0	0
Complied?	Y	Y	Y



Report

Cabinet

Part 1

Date: 14 December 2022

Subject **Quarter 2 2022/23 Corporate Risk Register Update**

Purpose To present the Council's Corporate Risk Register for the end of quarter 2 (1st July to 30th September 2022).

Author Head of People, Policy and Transformation

Ward All

Summary The Council's Corporate Risk Register monitors those risks that may prevent the Council from achieving its strategic priorities or delivering services to its communities and service users in Newport.

At the end of quarter two, there were 14 risks recorded in the Corporate Risk Register that are considered to have a significant impact on the achievement of the Council's objectives and legal obligations.

Overall, there are 8 Severe risks (risk scores 15 to 25); 6 Major risks (risk scores 7 to 14); that are outlined in the report. In comparison to the quarter one Corporate risk register, there were no new and/or escalated risks, and two risks were closed. Three risks increased in risk score; one risk had decreased in risk score; with the remaining 10 risks remaining the same score. No risks were escalated or de-escalated in quarter one.

As set out in the Council's Risk Management Policy, Cabinet reviews the Corporate Risk Register on a quarterly basis ensuring procedures are in place to monitor the management of significant risks. The Register is likely to change following the approval of the new Corporate Plan and priorities for service delivery.

Proposal Cabinet is asked to consider the contents of the quarter two update of the Corporate Risk Register.

Action by Executive Board and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Executive Board
- Corporate Management Team

Signed

Background

The Well-being of Future Generations (Wales) Act 2015 requires Newport City Council to set Well-being Objectives in its Corporate Plan. As a public body, Newport Council is also responsible for delivering services (statutory and non-statutory) to residents, businesses, and visitors across Newport. We will inherently encounter opportunities and risks that may prevent, disrupt, impact or enhance the delivery of the Council services and achieve the objectives in the Corporate Plan. How the Council responds and manages these opportunities and risks is important to ensure resources are being used efficiently and effectively to maximise value for money and to minimise and/or prevent the risk impacting services, communities, and citizens in Newport.

The Council's Risk Management Policy provides an overview of the Council's approach and its appetite for managing opportunities and risk. To provide assurance on the Council's Risk Management approach, the Corporate Risk Register provides assurance on the most significant risks that the Council was managing in the last quarter.

Officers across the Council regularly manage risk in the course of their duties whether this is health and safety risks, civil contingencies, safeguarding risks to children, young people, adults and carers or risks to assets, buildings, and Council employees. The relevant service area(s) and professional disciplines will be assessing and managing these risks as required and reporting these through their own reporting mechanisms.

In accordance with the Council's Risk Management Policy, any new, escalated / de-escalated, and closed risks in the Corporate Risk Register are presented to the Council's Executive Board for decision.

Corporate Plan 2022-27 and Council Re-structure

From Quarter 3 (October to December 2022), Newport Council will have agreed and published its new Corporate Plan 2022-27. To support the new Corporate Plan, the Council's 11 service areas will have new service plans to deliver the Council's Well-being Objectives and strategic priorities.

Service areas have also been reviewing and re-assessing their risk registers (Corporate / Service Risks). As part of this re-assessment, service areas are considering the impact which these risks will have on the achievement of the Corporate Plan and delivery of statutory services, as well as considering other internal and external factors such as cost of living / inflationary pressures, the Council's Medium Term Financial Plan, demand on services. As part of the Council's risk management process, all Corporate Risks (existing, new and those proposed to close) will have been reviewed agreed by the Council's Executive Board (Chief Executive and three Directors). The new Corporate Risk Register and Service Risks will be reported in the Quarter 3 Risk Report in February and March 2023 to Cabinet and Governance and Audit Committee respectively.

Newport City Council – Quarter 2 Service Area Risk Summary

Appendix three of the report, provides an overview of the Council's overall risks reported at the end of quarter two. This includes corporate and service area risks across the Council's service areas. In summary, the Council had 44 risks of which:

Total Risks at Quarter 2	Risk Scores Increased since Q1	Risk Scores Decreased since Q1	No Change since Q1	New Risks Since Q1	Closed Risks Since Q1	Escalated Risks ^{*1}	De-escalated Risks ^{*2}
42	5	4	33	0	2	0	0

Newport City Council Quarter 2 Corporate Risk Register Summary

At the end of quarter two, the Council's Corporate Risk Register included 14 of the 42 risks that are considered to pose the most risk to the delivery of Council services and achievement of its strategic priorities. The 14 Corporate Risks consisted of:

- 8 Severe risks (15 to 25)
- 6 Major Risks (7 to 14)

In comparison to the quarter one Corporate risk register, there were no new and/or escalated risks, and two risks were closed. Three risks increased in risk score; one risk had decreased in risk score; with the remaining 10 risks remaining the same score. No risks were escalated or de-escalated in quarter two.

Change in direction of risk score (Quarter Two)

Risk	Lead Cabinet Member	Lead Directorate / Service Area	Q1 Risk Score	Q2 Risk Score	Commentary
R3 - Pressure on the delivery of Children Services	Cabinet Members for Social Services.	Social Services / Children Services	20	25	The risk score has increased in the last quarter as the service has had to put in place measures to manage the increase volume of referrals into the safeguarding hub. We have also seen an increase in staff sickness and we continue to struggle to fill staff vacancies. We are currently working as a whole service to ensure that the most vulnerable and at risk are prioritised and Red Amber Green (RAG) rating of other cases open to statutory services is underway.
R4 - Balancing the Council's Medium-Term budget	Leader of the Council / Cabinet	Transformation & Corporate / Finance	12	20	In line with the comments from the previous quarter, a significant budget gap is forecasted. Therefore, the Council will need to look at significant service area savings.
R9 - Cyber Security	Cabinet Member for Organisational Transformation	Transformation & Corporate / People, Policy & Transformation	16	12	<p>Whilst the potential impact remains the same as previously, it is believed that the mitigation measures in place are such that the likelihood is less than previously, despite international tensions due to war in Ukraine.</p> <p>Existing governance is documented in the council's information risk management policy including the Information Governance Group and the Annual Information Risk Report. An Annual IT Health Check is carried out in line with requirements of the Public Services Network (PSN). Regular hardware and software updates are carried out by the IT Service. Technical controls are in place including the use of endpoint protection, firewalls, encryption, backups, security certificates, mobile device management etc. Physical security measures are in place to prevent inappropriate access and a data centre move to a more resilient data centre has commenced.</p> <p>The council's IT Service, the Shared Resource Service (SRS), has a security function complementing council staff as well as security embedded in various roles. The council has processes for out of hours incidents including the SRS.</p>

Risk	Lead Cabinet Member	Lead Directorate / Service Area	Q1 Risk Score	Q2 Risk Score	Commentary
R10 - Schools Finance / Cost Pressures	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	9	12	This situation remains very fragile, and following confirmation of the pay award, colleagues in Finance have suggested that some schools could potentially close the year in a deficit position. Systems and processes for early identification of potential difficulties continue to be refined and will be used to mitigate any issues likely to arise.

See also Appendix 2 and 3.

Quarter 2 Closed Risk

At the end of Quarter 2, two risks, Covid-19 Pandemic Outbreak and Post EU Transition was agreed by Executive Board to close.

Risk	Cabinet Member	Directorate / Service Area	Q1 Risk Score	Q2 Risk Score	Target Risk Score	Commentary
COVID-19 Pandemic Outbreak	Leader of the Council / Cabinet	Transformation & Corporate / People, Policy & Transformation	12	6	6	While Covid remains a risk, the arrangements for monitoring and managing this risk are undertaken as part of business as usual activities through ongoing HR, health & safety and civil contingency processes. Additionally, the Council's Gold emergency arrangements have also been stood down to reflect this position. Therefore, the risk score has been reduced to reflect this position. Following consideration by the Executive Board, it has been agreed for this risk to close at the end of quarter 2.
Post EU Transition	Leader of the Council / Cabinet	Transformation & Corporate / People, Policy & Transformation	12	6	10	The Post EU Transition arrangements are largely outside of the control of Newport City Council at UK Government and Welsh Government levels. Newport Council alongside other local authorities as part of the Welsh Local Government Association are managing and responding to changes to post EU arrangements as they arise. The Council's Community Cohesion team are continuing to support EU Citizens living in Newport as part of ongoing community cohesion activities, providing advice and guidance as required by those impacted by legislation. In consideration of these arrangements, the risk score has decreased to reflect this position and following consideration by the Executive Board, it has been agreed for this risk to close at the end of Quarter 2.

Appendix 1 - Quarter 2 Corporate Risk Heat Map and Risk Profile

Appendix 2 – Quarter 2 NCC Service Area Risk Summary.

Appendix 3 – Newport Council’s Quarter 2 Corporate Risk Register (Attached separately).

Glossary – Risk Management terminology and Risk Score Assessment

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
The Council does not achieve its objectives as corporate level risks are not adequately managed and monitored.	M	L	Risk Management Strategy has been adopted and mechanisms are in place to identify, manage and escalate emerging and new risks / mitigation strategies. Audit Committee oversight of risk management process.	Directors, Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2017-22

Service Plans 2021/22

Options Available and considered

1. To consider the contents of the Corporate Risk Register and to continue monitoring progress of actions taken to address the risks identified in the report.
2. To request further information or reject the contents of the risk register

Preferred Option and Why

To consider the contents of the Corporate Risk Register and monitor the progress of actions taken to address the risks identified in the report. This will give the Cabinet sufficient assurance and 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 itself. 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.

It is noted that overall, the corporate risk register remains largely unchanged since the fourth quarter with just one risk increasing in score and another risk decreasing. The register will continue to be monitored closely and any increasing risk scores that may lead to financial pressures without mitigation will be reflected in established ongoing monitoring and MTFP arrangements.

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. Governance & Audit Committee are responsible for reviewing and assessing the Council's risk management, internal control and corporate governance arrangements. However, the identification of corporate risks within the risk register and monitoring the effectiveness of the mitigation measures are matters for Cabinet. The report confirms that there have been no significant changes in the risk profile during the second quarter of this financial year, as compared with the first quarter, with no additional risks being added to the corporate risk register and no risks being de-escalated back to the service areas. For the most part, the individual risk scores have also remained the same, with 3 risk scores being increased and 3 being decreased. The risk register will need to be updated in quarter three to reflect the new Corporate Plan and the new service areas.

Comments of Head of People, Policy and Transformation

Effective monitoring and reporting against the Council's Corporate Risk Register is essential in minimising and preventing the likelihood and impact of risks against our objectives. The Council's risk management is a key area in the implementation of the Well-being of Future Generations Act (Wales) 2015. The recent changes made to our risk management processes and system will ensure officers at all levels of the organisation have greater control and oversight of their risks taking the necessary action to mitigate their impact and escalate where necessary to senior management.

There are no specific HR issues arising from the report.

Comments of Cabinet Member

The Chair of Cabinet is consulted on the corporate risk register and has agreed that this report goes forward to Cabinet for consideration.

Local issues

None.

Governance and Audit Committee (GAC)

GAC will receive the quarter 2 update in January 2023. Comments and feedback from GAC will be shared with Cabinet in the quarter 3 update.

Fairness and Equality Impact Assessment:

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. This is because this report is not seeking any strategic decisions or policy changes, with its purpose being to update Cabinet on the current risk register.

Wellbeing of Future Generation (Wales) Act

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

Long Term – Having effective risk management arrangements will ensure that the opportunities and risks that will emerge consider the long term impact on service users and communities.

Preventative – Identifying opportunities and risks will ensure the Council is able to implement necessary mitigations to prevent or minimise their impact on Council services and service users.

Collaborative – The management of risk is undertaken throughout the Council and officers collaborate together within service areas, Corporate Management Team and the Council's Cabinet to ensure decisions are made in a timely manner and are evidence based.

Involvement – The Council's Risk Management process involves officers across the Council's service areas and Cabinet Members.

Integration – Risk Management is being integrated throughout the Council and supports the integrated Planning, Performance and Risk Management Framework. The Framework ensures that planning activities consider the opportunities and risks to their implementation and overall supports the delivery of the Council's Corporate Plan and legislative duties.

Consultation

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

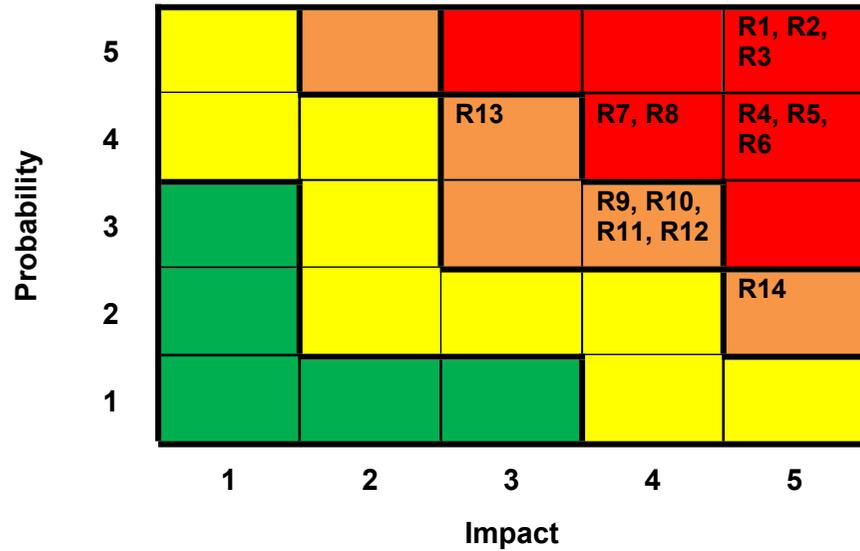
Background Papers

[Quarter 1 Corporate Risk Report \(October 2022\)](#)

[Risk Management Policy 2020-22](#)

Dated: 5th December 2022

Appendix 1 – Quarter 2 2022/23 Risk Heat Map



Corporate Risk Heat Map Key (Quarter 2 2022/23)	
R1 - Stability of Social Services Providers	R8 - Newport Council's Property Estate
R2 - Pressure on Adult & Community Services	R9 - Cyber Security
R3 - Pressure on the delivery of Children Services	R10 - Schools Finance / Cost Pressures
R4 - Balancing the Council's Medium-Term budget	R11 - Demand for ALN and SEN support
R5 - Highways Network	R12 - Educational Out of County Placements
R6 - Pressure on Housing and Homelessness Service	R13 - Climate Change
R7 - Ash Die Back Disease	R14 - City Centre Security and Safety

Risk Score Profile between Quarter 3 2021/22 and Quarter 2 2022/23

Risk Reference	Risk	Lead Cabinet Member(s)	Lead Directorate / Service Area	Risk Score Quarter 3 2021/22	Risk Score Quarter 4 2021/22	Risk Score Quarter 1 2022/23	(Current) Quarter 2 2022/23	Target Risk Score
R1	Stability of Social Services Providers	Cabinet Members for Social Services	Social Services / Adult Services	25	25	25	25	6
R2	Pressure on Adult & Community Services	Cabinet Members for Social Services	Social Services / Adult Services	25	25	25	25	10
R3	Pressure on the delivery of Children Services	Cabinet Members for Social Services	Social Services / Children Services	20	20	20	25	6
R4	Balancing the Council's Medium-Term budget	Leader of the Council / Cabinet	Transformation & Corporate / Finance	9	9	12	20	10
R5	Highways Network	Cabinet Member for Infrastructure & Assets	Environment & Sustainability / Infrastructure	20	20	20	20	15
R6	Pressure on Housing and Homelessness Service	Cabinet Member for Strategic Planning, Regulation & Housing	Environment & Sustainability / Housing & Communities	16	20	20	20	6
R7	Ash Die Back Disease	Cabinet Member for Climate Change & biodiversity	Environment & Sustainability / Environment & Public Protection	16	16	16	16	6
R8	Newport Council's Property Estate	Cabinet Member for Infrastructure & Assets	Transformation & Corporate / People, Policy & Transformation	16	16	16	16	9
R9	Cyber Security	Cabinet Member for Organisational Transformation	Transformation & Corporate / People, Policy & Transformation	16	16	16	12	10
R10	Schools Finance / Cost Pressures	Deputy Leader & Cabinet Member for	Chief Executive / Education Services	12	9	9	12	6

Risk Reference	Risk	Lead Cabinet Member(s)	Lead Directorate / Service Area	Risk Score Quarter 3 2021/22	Risk Score Quarter 4 2021/22	Risk Score Quarter 1 2022/23	(Current) Quarter 2 2022/23	Target Risk Score
		Education & Early Years						
R11	Demand for ALN and SEN support	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	16	12	12	12	6
R12	Educational Out of County Placements	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	12	12	12	12	5
R13	Climate Change	Cabinet Member for Climate Change & Biodiversity	Environment & Sustainability / Environment & Public Protection	12	12	12	12	10
R14	City Centre Security and Safety	Cabinet Member for Infrastructure & Assets	Environment & Sustainability / Infrastructure	10	10	10	10	8

Appendix 2 – Quarter 2 NCC Service Area Risk Summary

Service Area	Directorate	Total Q2 Risks	Risk Scores Increased since Q1	Risk Scores Decreased since Q1	No Change since Q1	New Risks Since Q1	Closed Risks Since Q1	Escalated Risks ^{*1}	De-escalated Risks ^{*2}
Adult & Community Service	Social Services	3	0	0	3	0	0	0	0
Children & Young People Service	Social Services	3	1	1	1	0	0	0	0
Infrastructure	Environmental & Sustainability	5	0	0	5	0	0	0	0
Education	Chief Executive	7	1	1	5	0	0	0	0
Environment & Public Protection	Environmental & Sustainability	5	0	0	5	0	0	0	0
Finance	Transformation & Corporate	5	2	0	3	0	0	0	0
Housing & Communities	Environmental & Sustainability	2	0	0	2	0	0	0	0
Law & Standards	Transformation & Corporate	1	1	0	0	0	0	0	0
People, Policy and Transformation	Transformation & Corporate	8	0	2	6	0	2	0	0
Prevention & Inclusion ^{*3}	Social Services	0	0	0	0	0	0	0	0
Regeneration & Economic Development	Chief Executive	3	0	0	3	0	0	0	0
Total		42	5	4	33	0	2	0	0

***1 – Escalated Risks** – Risks that have been escalated from Service area risk registers to Corporate Risk Register

***2 – De-escalated Risks** – Risks that have been de-escalated from Corporate Risk Register to service area risk register

***3 – Prevention & Inclusion** – This is a newly created service area and no risks were transferred from other service area. P&I are developing their service plan and risk register. This will be updated once completed.

Glossary

This document provides an explanation of terminology used in this report and supporting documents.

Risk Appetite – the amount of risk that Newport City Council is willing to seek or accept in the pursuit of the Council's long-term objectives.

Inherent Risk Score – The level of risk in the absence of any existing controls and management action taken to alter the risk's impact or probability of occurring.

Residual Risk Score – The level of risk where risk responses i.e. existing controls or risk mitigation actions have been taken to manage the risk's impact and probability.

Target Risk Score – The level of risk (risk score) that Newport City Council is willing to accept / tolerate in managing the risk. This is set in line with the Council's overall risk appetite.

Risk Mitigation Action – Actions identified by the Risk Owner to respond to the risk and reduce the impact and probability of the risk of occurring.

Risk Mitigation Action (Red Progress Score) – Significant issue(s) have been identified with the action which could impact on the ability of the action meeting its completion date. Immediate action / response is required resolve its status.

Risk Mitigation Action (Amber Progress Score) – issue(s) have been identified that could have a negative impact on the action achieving its completion date. Appropriate line manager(s) should be informed and where necessary action taken.

Risk Mitigation Action (Green Progress Score) – The action is on course for delivering to the agreed completion date and within the agreed tolerances.

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

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
5	Severe	Failure of a key strategic objective	Serious organisational / service failure that has direct impact on stakeholders including vulnerable groups. Service disruption over 5+ days.	Corporate Project / Unplanned and/or additional expenditure disturbance. Capital > £1M Revenue >£1M	Legislative / Regulatory breach resulting in multiple litigation / legal action taken on the Council (linked to Financial / Reputational Impacts).	Multiple major irreversible injuries or deaths of staff, students or members of public. (Linked to Financial / Reputational Impacts)	Severe and persistent National media coverage. Adverse central government response, involving (threat of) removal of delegated Officer(s) and / or Members forced to Resign.	Project status is over 12 months from anticipated implementation date. Project(s) do not deliver the major benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational Impacts
4	Major	Severe constraint on achievement of a key strategic objective	Loss of an important service(s) for a short period that could impact on stakeholders. Service disruption between 3-5 days.	Corporate Project / Unplanned and/or additional expenditure disturbance. Capital > £0.5M - £1.0M Revenue >£0.5M-£1M	Serious legislative breach resulting in intervention, sanctions and legal action. (Linked to Financial / Reputational Impacts)	Major irreversible injury or death of staff, student or member of public. (Linked to Financial / Reputational Impacts)	Adverse publicity in professional / municipal press, affecting perception / standing in professional /local government community Adverse local and social media publicity of a significant and persistent nature.	Project status is 6 to 12 months over from anticipated implementation date. Project(s) do not deliver major benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational Impacts

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
3 Page 278	Moderate	Noticeable constraint on achievement of a key strategic objective / Service Plan objective.	Loss and/or intermittent disruption of a service between 2-3 days.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital = £0.25M - £0.5M Revenue = £0.25M to £0.5M Revenue = £0.25M to £0.5M	Significant legislative breach resulting in investigation. (Linked to Financial / Reputational Impacts)	Major reversible injury to staff, student or member of public. Not life threatening. (Linked to Financial / Reputational Impacts)	Adverse local publicity / local public opinion including social media. Statutory prosecution of a non-serious nature.	Project status is 1 to 6 months over from anticipated implementation date. There is significant reduction on delivery of benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational impacts.
2	Low	Constraint on achievement of Service Plan objective that does not impact on Corporate Strategy	Brief disruption of service that has a minor impact on the delivery of a service. Service disruption 1 day.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital = £0.1M - £0.25M Revenue = £0.1M - £0.25M	Moderate impact leading to warning and recommendations.	Some minor reversible injuries. (Linked to Financial / Reputational Impacts)	Contained within Directorate Complaint from individual / small group, of arguable merit	Project status is 1 to 4 weeks over from anticipated implementation date. There is minor reduction on delivery of benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational impacts.

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
1	Very Low	Constraint on achievement of Service / Team Plan objective	Minor disruption of a non-critical service.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital < £100k Revenue <£100k	No reprimand, sanction or legal action.	Some superficial injuries. (Linked to Financial / Reputational Impacts)	Isolated complaint(s) that are managed through the corporate complaints process and service area.	Project status is 1 week over from anticipated implementation date. There is insignificant / no impact on delivery of benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational impacts.

Score	Probability	Criteria
5	Very likely 75% +	<p>Systematic Risks – Local evidence indicating very high probability of occurrence if no action / controls are in place. Risk is highly likely to occur daily, weekly, monthly, quarterly.</p> <p>Emerging Risks – National and Global evidence indicating very high probability of occurrence on local communities if no action / controls are taken. Risks are highly likely to occur within the next 5 years.</p>
4	Likely 51-75%	<p>Systematic Risks – Local evidence indicating high probability occur in most circumstances with near misses regularly encountered e.g. once or twice a year.</p> <p>Emerging Risks – National and Global evidence indicating high probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 5-10 years.</p>
3	Possible 26-50%	<p>Systematic Risks – Local evidence indicating distinct possibility with circumstances regularly encountered and near misses experienced every 1-3 years.</p> <p>Emerging Risks – National and Global evidence indicating distinct probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 10-15 years.</p>
2	Unlikely 6-25%	<p>Systematic Risks – Local evidence indicating low to infrequent near misses experienced every 3 + years.</p> <p>Emerging Risks – National evidence indicating low probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 16-25 years.</p>
1	Very Unlikely	<p>Systematic Risks – Local evidence indicating risk has rarely / never happened or in exceptional circumstances.</p> <p>Emerging Risks – National evidence indicating very low probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 16-25 years.</p>

Systematic Risks – Risks that are known or are becoming part of social, cultural, economic, and environmental systems that govern our lives.

Emerging Risks – Risks that are further away, less defined, and early stage of being known about.

Corporate Risk Register

2022/23 Quarter 2 Update



Ash Die Back Disease

Short Description	Ash Die back disease will affect tree population in Newport. The disease has already been identified in Newport and could kill the majority of Ash trees in the authority. The impact of no action will be significant numbers of tree failures that could see an increase in the number of people harmed by trees and property claims.
Risk Owner	Joanne Gossage
Overseeing Officer	<ul style="list-style-type: none"> Head of Environment & Public Protection Strategic Director: Environment & Sustainability
Lead Cabinet Member(s)	Cabinet Member for Climate Change & Bio-diversity
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 2. Economic Growth & Regeneration WBO 4. Cohesive & Sustainable Communities

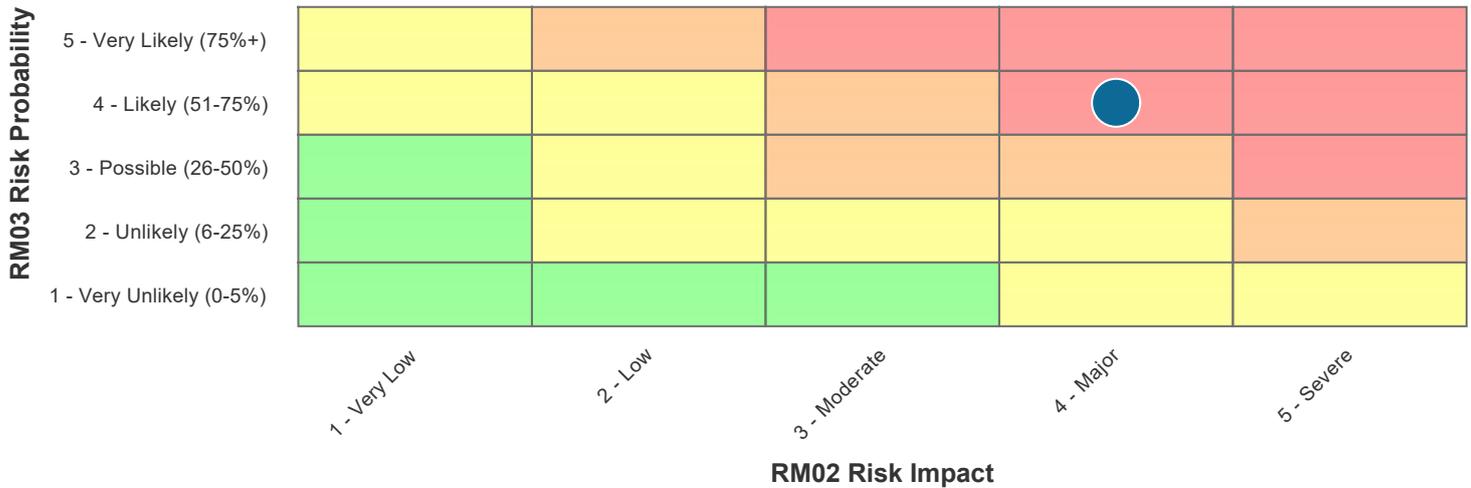


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Inherent Risk Score

6

Target Risk Score



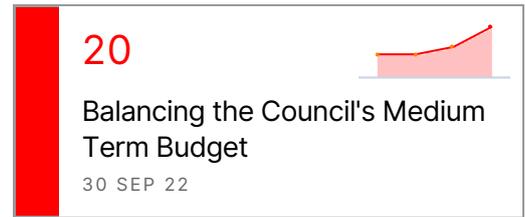
Direction of Risk

	DoR	Comment
Ash Die Back Disease	➔	scale of work remains the same as major works will not begin until the Autumn

Action Description	Period	Value
To undertake works removing diseased Ash trees that are owned by NCC.	Sep 2022	★

Balancing the Council's Medium Term Budget

Short Description	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years
Risk Owner	Robert Green
Overseeing Officer	<ul style="list-style-type: none"> All Heads of Service Strategic Directors
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People Theme : Modernised Council Theme : Thriving City Theme: Resilient Communities (Community) Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 1. Skills, Education & Employment WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient WBO 4. Cohesive & Sustainable Communities

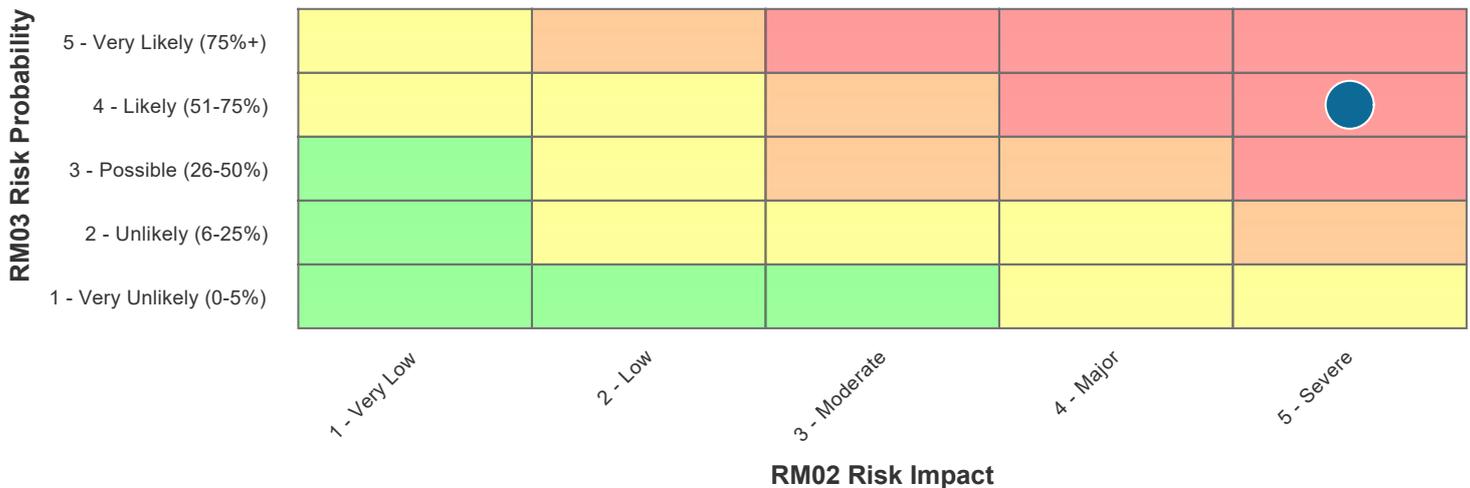


16

Inherent Risk Score

10

Target Risk Score



Direction of Risk

	DoR	Comment
Balancing the Council's Medium Term Budget		In line with the comments from the previous quarter, a significant budget gap is forecasted.? Therefore, the Council will need to look at significant service area savings.

Action Description	Period	Value
Accountancy team to review corporate (non-service area) budgets and resources for any opportunities to identify savings or alternative approaches of utilising resources e.g. earmarked reserves.	Sep 2022	★
As a member of the Society of Welsh Treasurers, via Welsh Local Government Association, budget challenges, issues and pressures are escalated to Welsh Government, particularly the need for additional funding. Regular surveys of member local authorities to allow for comparisons of assumptions being made e.g. future pay awards.	Sep 2022	★
Deliver weekly budget meetings with the Council's Executive Board.	Sep 2022	★
Finance (Accountancy Business Partner teams) to support and review service area savings plans and business cases.	Sep 2022	★
Finance service area business partners to robustly review service area financial monitoring positions with the aim of identifying emerging issues that could impact upon the medium term outlook.	Sep 2022	●
Finance undertake challenge reviews of finance pressures submitted by service areas and to support service areas to reduce, remove and/or identify alternative approaches to address funding requirements.	Sep 2022	★
Procurement to support service area contract managers to review and challenge inflationary increases to contract arrangements to ensure value for money for the Council.	Sep 2022	★
Through Finance networks, we will regularly discuss with neighbouring and similar authorities regarding the finance assumptions being made in their budget planning, to ensure that NCC does not under/overstate inflationary pressures or omit potential solutions.	Sep 2022	★

City Centre Security & Safety

Short Description	Significant incidents of deliberate acts that pose hazards to people in surrounding areas; structural damage; business continuity; damage/disruption to infrastructure and utilities; and reputational and economic impact.
Risk Owner	Stephen Jarrett
Overseeing Officer	Strategic Director: Transformation & Corporate
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 2. Economic Growth & Regeneration SRA 2. Supporting the Environment & the Economy

10



City Centre Security & Safety

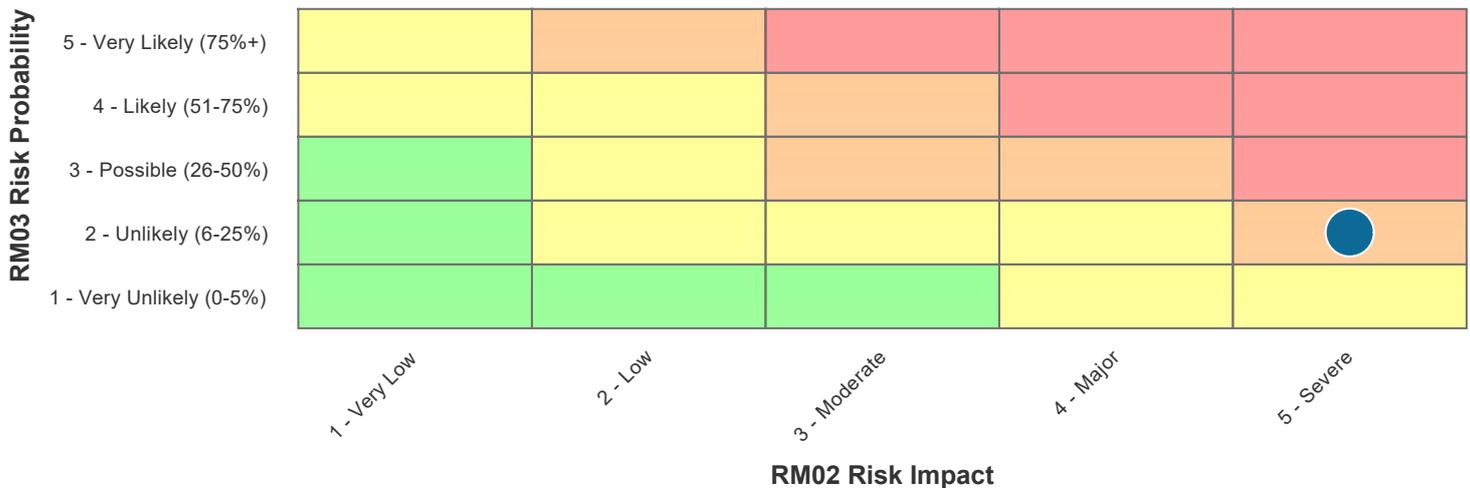
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Inherent Risk Score

8

Target Risk Score



Direction of Risk

	DoR	Comment
City Centre Security & Safety	➔	No Change to the risk for Quarter 2.

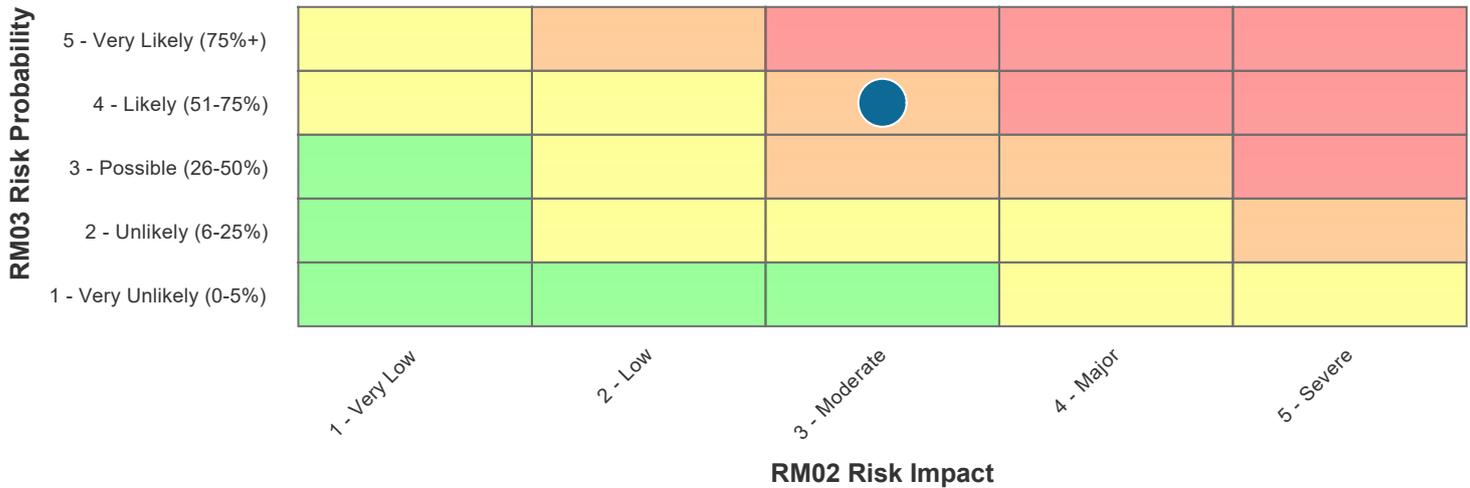
Action Description	Period	Value
Co-ordinated evacuation arrangements for the city centre – NCC will be working with all partner organisations such as the emergency services and private business within the city centre to construct a co-ordinated evacuation system.	Sep 2022	
Training for those businesses operating within the city centre that may be affected by significant incidents – Gwent Police will lead on the training with the use of NCC channels to promote and raise initial awareness of the scheme.	Sep 2022	●

Climate Change Risk

Short Description	Scientific evidence indicates that the global climate is warming and is changing the environment that we live in Wales and in Newport. The cause of this change is through emissions produced by industry, vehicles, households and businesses. Newport has 11 Air Quality Management Areas which monitor air quality and since they were in place we have been in breach.
Risk Owner	Ross Cudlipp
Overseeing Officer	<ul style="list-style-type: none"> Head of Environment & Public Protection Strategic Director: Environment & Sustainability
Lead Cabinet Member(s)	Cabinet Member for Climate Change & Bio-diversity
Linked Theme	<ul style="list-style-type: none"> Theme : Modernised Council Theme: Resilient Communities (Community) Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient



16 **10**
Inherent Risk Score Target Risk Score



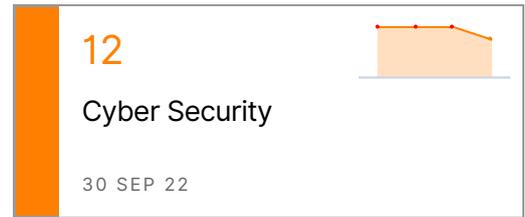
Direction of Risk

	DoR	Comment
Climate Change Risk	➔	No change from previous quarter.

Action Description	Period	Value
Ebbw West Solar Farm Development	Sep 2022	
Local Air Quality Management - develop localised plans under the Council's Sustainable Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.	Sep 2022	
Select a building decarbonisation delivery partner (Via RE:Fit) and complete a phase of decarbonisation works on the NCC estate.	Sep 2022	
Support the completion of the Welsh Government supported Local Area Energy Plan (LAEP) pilot to develop a decarbonisation action plan for the City of Newport in collaboration with NCC Policy, Partnership and Involvement team and external stakeholders.	Sep 2022	

Cyber Security

Short Description	Management and security of the Council's ICT systems to protect personal and sensitive data from theft and loss whilst also maintaining business continuity and integrity of our systems.
Risk Owner	Mark Bleazard
Overseeing Officer	<ul style="list-style-type: none"> ■ Head of People, Policy & Transformation ■ Strategic Director: Transformation & Corporate
Lead Cabinet Member(s)	Cabinet Member for Organisational Transformation
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	

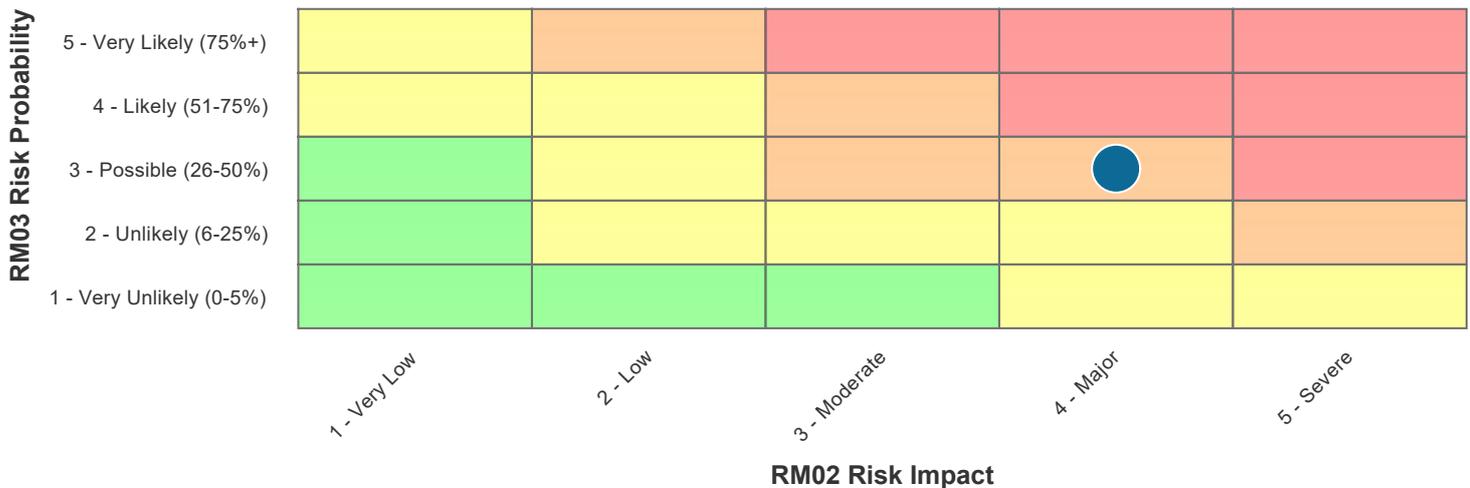


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Inherent Risk Score

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Target Risk Score



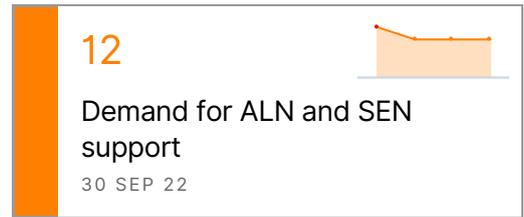
Direction of Risk

	DoR	Comment
Cyber Security	↓ ✓	<p>Whilst the potential impact remains the same as previously, it is believed that the mitigation measures in place are such that the likelihood is less than previously, despite international tensions due to war in Ukraine.</p> <p>Existing governance is documented in the council's information risk management policy including the Information Governance Group and the Annual Information Risk Report. An Annual IT Health Check is carried out in line with requirements of the Public Services Network (PSN). Regular hardware and software updates are carried out by the IT Service. Technical controls are in place including the use of endpoint protection, firewalls, encryption, backups, security certificates, mobile device management etc. Physical security measures are in place to prevent inappropriate access and a data centre move to a more resilient data centre has commenced.</p> <p>The council's IT Service, the Shared Resource Service (SRS), has a security function complementing council staff as well as security embedded in various roles. The council has processes for out of hours incidents including the SRS.</p>

Action Description	Period	Value
Development of a new Digital Strategy that supports the future direction of IT services and infrastructure of the Council.	Sep 2022	★
To explore and purchase a Policy Management System that will ensure staff across the business undertake necessary training before being able to access IT systems.	Sep 2022	✔

Demand for ALN and SEN support

Short Description	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand of increasing need.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ WBO 3. Healthy, Independent & Resilient ■ SRA 1. Supporting Education and Employment

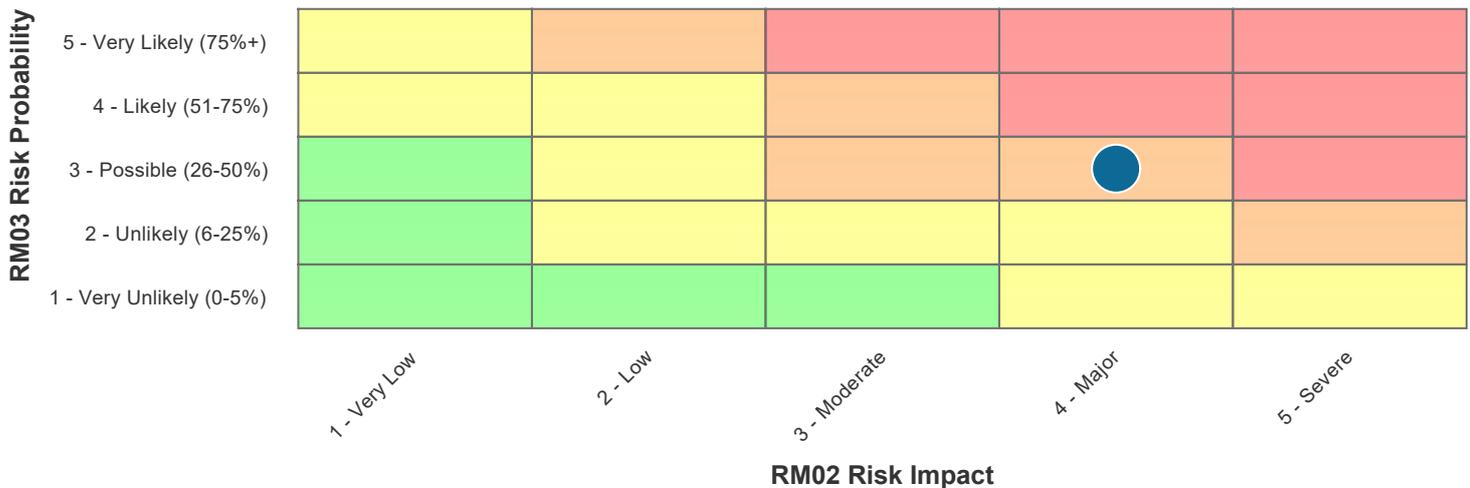


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Inherent Risk Score

6

Target Risk Score



Direction of Risk

	DoR	Comment
Demand for ALN and SEN support	➔	The new ALN funding formula agreed by School's Forum was implemented for 2022-23 financial year. An ALN Implementation meeting was held in September for Primary Head Teacher representatives and secondary representatives to feedback on the impact of the change of formula. The consensus of the group was that the change had been positive and allowed schools to be more flexible to the needs of their pupils. They agreed for the formula to continue into next financial year.

Action Description	Period	Value
(Estyn Rec 5) Ensure that Welsh Medium (WM) provision is established to support pupils with Additional Learning Needs	Sep 2022	★

Educational Out of County Placements

Short Description	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 1. Skills, Education & Employment ■ SRA 1. Supporting Education and Employment

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Educational Out of County Placements

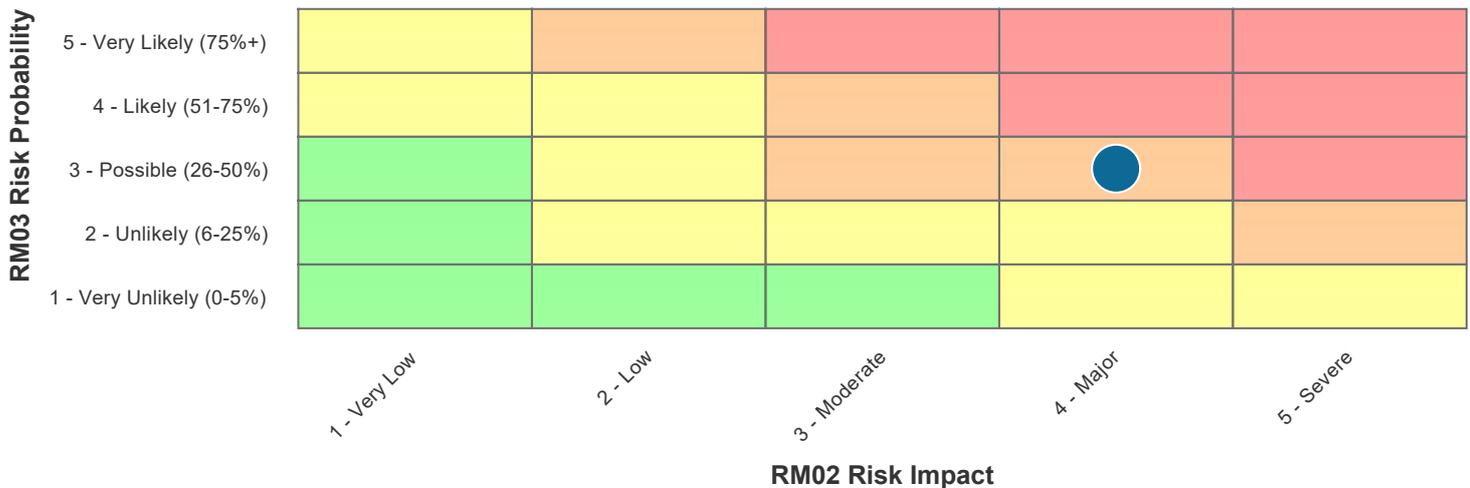
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4

Inherent Risk Score

Target Risk Score



Direction of Risk

	DoR	Comment
Educational Out of County Placements	➔	The summer term saw an increase in the number of pupils requiring specialist Out of County (OOC) provisions. The number rose from 83 OOC placements to 94 in the summer however that has further increased to 101 placements. This is primarily linked to the lack of local Independent specialist SEBD providers. The LA will re-tender for the secondary SEBD provision contract early next year with a view to retain as many placements locally.

There are no actions associated with this Risk

Highways Networks

Short Description	Failure to recognise current levels of under investment in the whole life of the city's highway network assets in the medium to long term will continue to compound existing maintenance backlog figures.
Risk Owner	Steve Davies
Overseeing Officer	Head of City Services
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets
Linked Theme	Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens

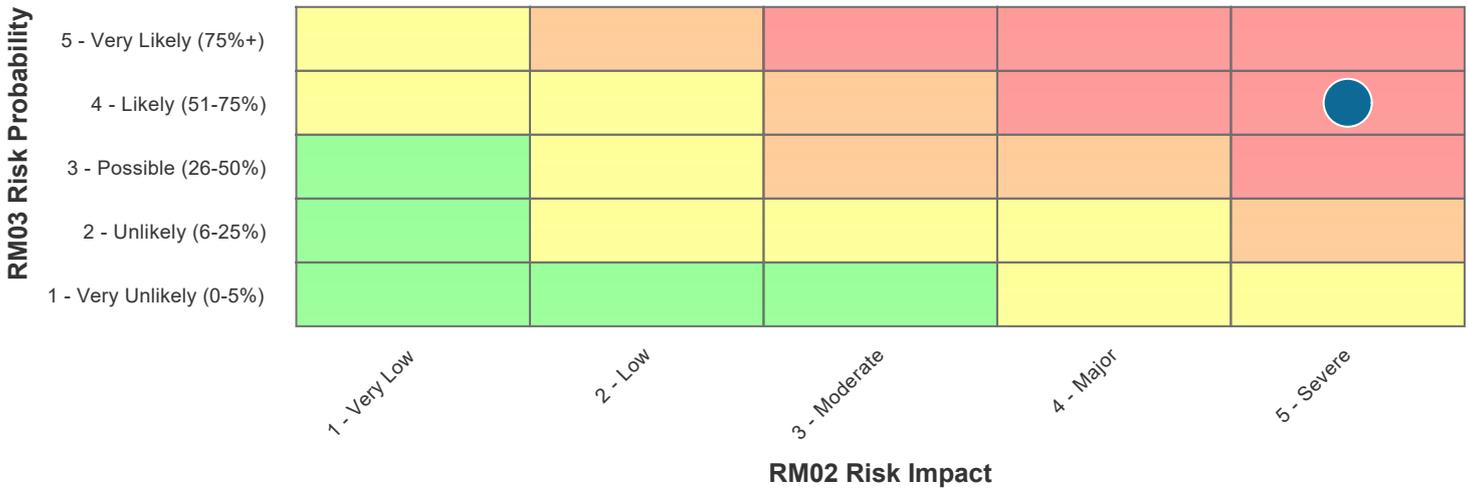


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Inherent Risk Score

15

Target Risk Score



Direction of Risk

	DoR	Comment
Highways Networks	➡	No change to this risk rating

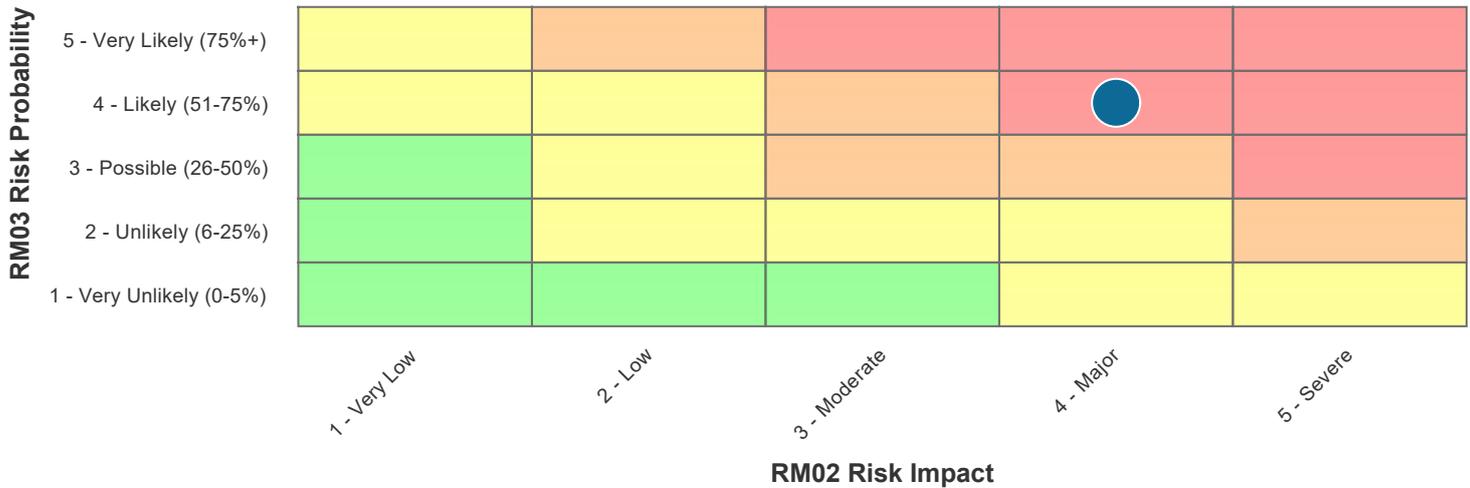
There are no actions associated with this Risk

Newport Council's Property Estate

Short Description	NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.
Risk Owner	Daniel Cooke
Overseeing Officer	<ul style="list-style-type: none"> ■ Head of People, Policy & Transformation ■ Strategic Director: Transformation & Corporate
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	<ul style="list-style-type: none"> ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens ■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient



16 **9**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Newport Council's Property Estate	➔	There have been no significant changes to the estate that would warrant a change in the risk score, but more and more issues are beginning to present. The state of the estate is down to its age and level of investment. The Council are working towards deciding upon a method and approach of asset rationalisation and targeted investment to reduce this risk score.

Action Description	Period	Value
A programme of estate rationalisation to see which properties and assets are of strategic value to the Council and those that can be designated for alternative use.	Sep 2022	★
Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable and responsible.	Sep 2022	✔
In response to financial, environmental, legal sustainability and social pressures we need to develop a balanced strategy for the future preservation and transformation of the Civic Centre.	Sep 2022	●

Pressure on Adult & Community Services

Short Description	There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs. With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets. There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens

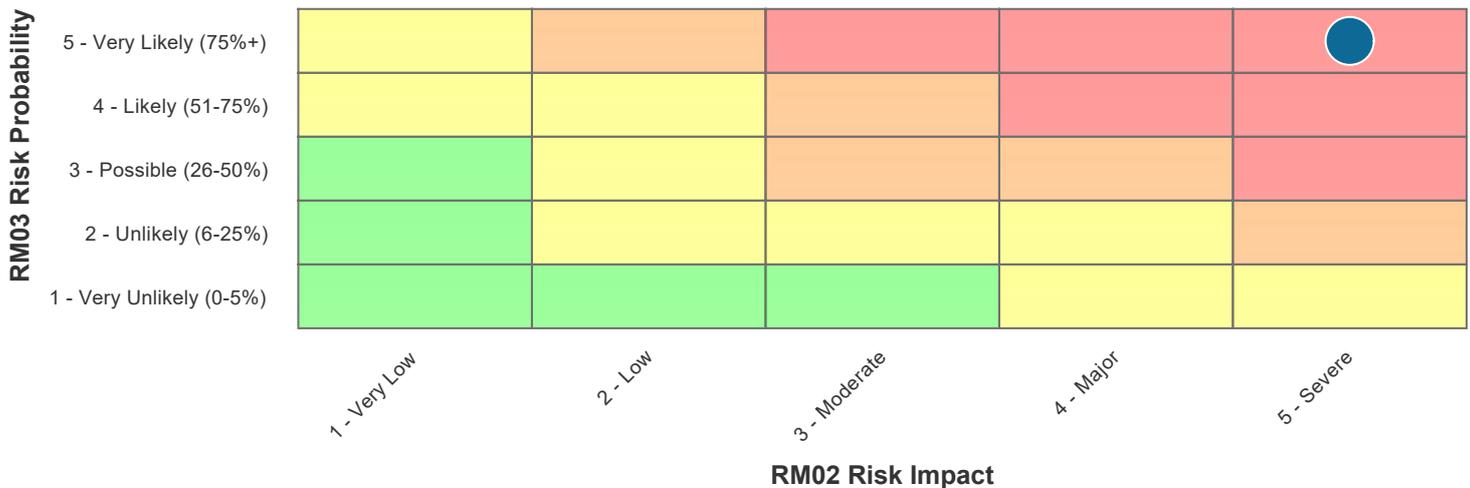


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Inherent Risk Score

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Target Risk Score



Direction of Risk

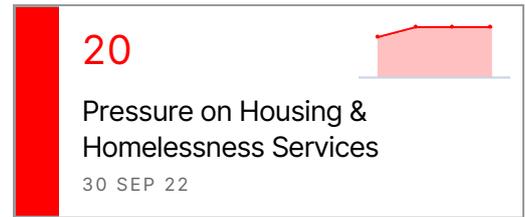
	DoR	Comment
Pressure on Adult & Community Services	➔	<p>The ability to source domiciliary care packages is compromised by poor capacity. Recruitment and retention of staff continues to be an issue. Packages are being sourced and placements are being progressed but the pace is slow and there are people having to wait for care and accept times that do not necessarily suit their needs. We are working closely with providers to ensure we are able to effectively target resources.</p> <p>Within Social Services the number and complexity of referrals places considerable pressure on the whole workforce. This is increasing the likelihood of delays in initial responses, assessments and reviews.</p>

Action Description	Page 300	Period	Value
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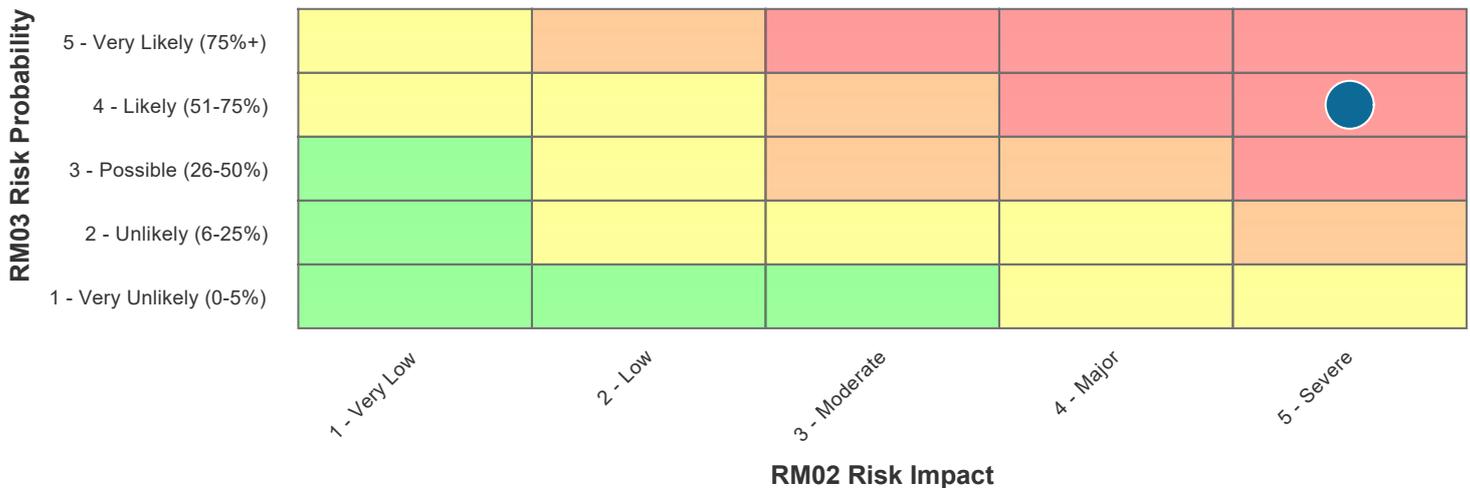
Action Description	Period	Value
Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	Sep 2022	
To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	Sep 2022	
To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services. ·	Sep 2022	

Pressure on Housing & Homelessness Services

Short Description	Increased pressures being faced by the Council's housing service during the Covid-19 pandemic to support people that are presenting at risk of becoming homeless, those persons sleeping rough and those experiencing difficulties in their accommodation.
Risk Owner	Katherine Howells
Overseeing Officer	Strategic Director: Environment & Sustainability
Lead Cabinet Member(s)	Cabinet Member for Strategic Planning, Regulation & Housing
Linked Theme	<ul style="list-style-type: none"> Theme: Resilient Communities (Community) Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 4. Cohesive & Sustainable Communities SRA 2. Supporting the Environment & the Economy SRA 4. Supporting Citizens post Covid-19 WBO 2. Economic Growth & Regeneration WBO 3. Healthy, Independent & Resilient



20 **6**
Inherent Risk Score Target Risk Score



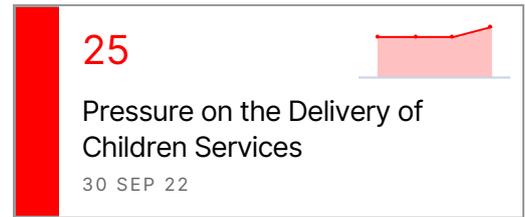
Direction of Risk

	DoR	Comment
Pressure on Housing & Homelessness Services	➔	Pressure on homelessness services continues to increase. It is anticipated that the Ukrainian situation, cost of living crisis and an increased number of private sector landlords potentially giving notice to their tenants in advance of the Renting Homes Wales Act coming into force will exacerbate the demand for temporary accommodation. The authority is working with Housing Associations and the private sector to try to prevent homelessness and increase the stock available for temporary and move-on accommodation.

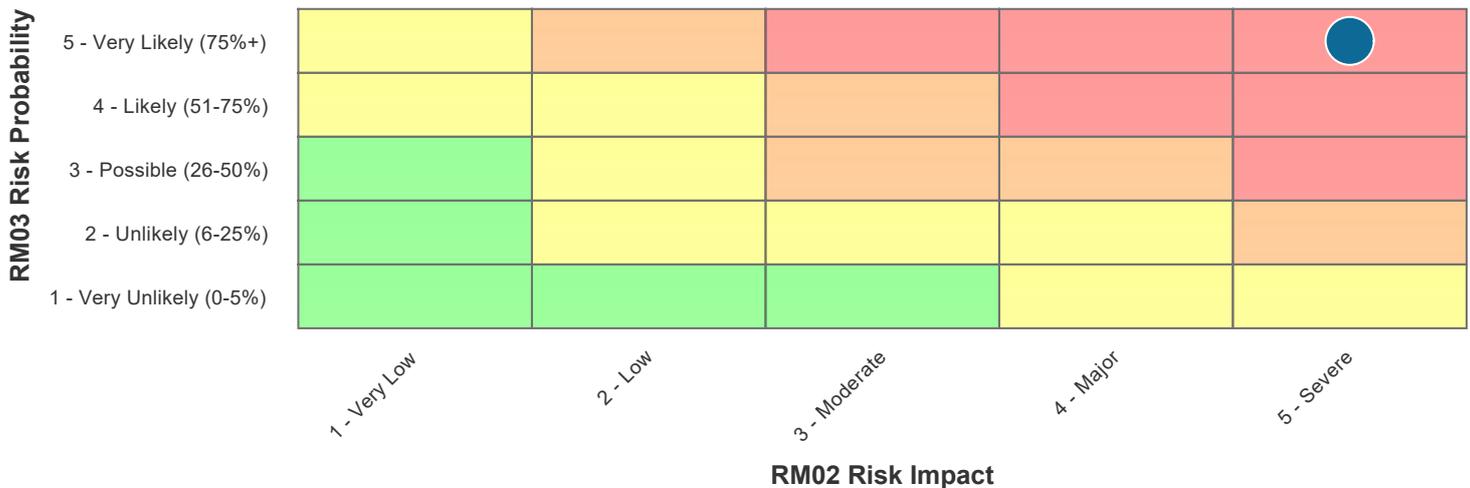
Action Description	Period	Value
Develop a strategy framework for private sector housing, bringing together the Adaptations Policy, Private Sector Leasing scheme, Housing Loans Policy	Sep 2022	●
Review of the Community Housing Protocol to ensure that it remains fit for purpose and delivers the expected outcomes.	Sep 2022	●
Undertake a review of the Housing Allocation Policy.	Sep 2022	●

Pressure on the Delivery of Children Services

Short Description	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.
Risk Owner	Natalie Poyner
Overseeing Officer	Strategic Director: Social Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> WBO 3. Healthy, Independent & Resilient SRA 3. Supporting Health & Well-being of Citizens



20 **6**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Pressure on the Delivery of Children Services		The risk score has increased in the last quarter as the service has had to put in place measures to manage the increase volume of referrals into the safeguarding hub. We have also seen an increase in staff sickness and we continue to struggle to fill staff vacancies. We are currently working as a whole service to ensure that the most vulnerable and at risk are prioritised and RAG rating of other cases open to statutory services is underway.

Action Description	Page 304	Period	Value
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Action Description	Period	Value
Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	Sep 2022	★
Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Sep 2022	●
In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; ii) Continue to deliver family time virtually as a positive for families.	Sep 2022	★
Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	Sep 2022	★

Schools Finance / Cost Pressures

Short Description	In year cost pressures of schools are not met resulting in increased deficit budgets
Risk Owner	Deborah Weston
Overseeing Officer	<ul style="list-style-type: none"> ■ Chief Education Officer ■ Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	WBO 1. Skills, Education & Employment

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Schools Finance / Cost Pressures

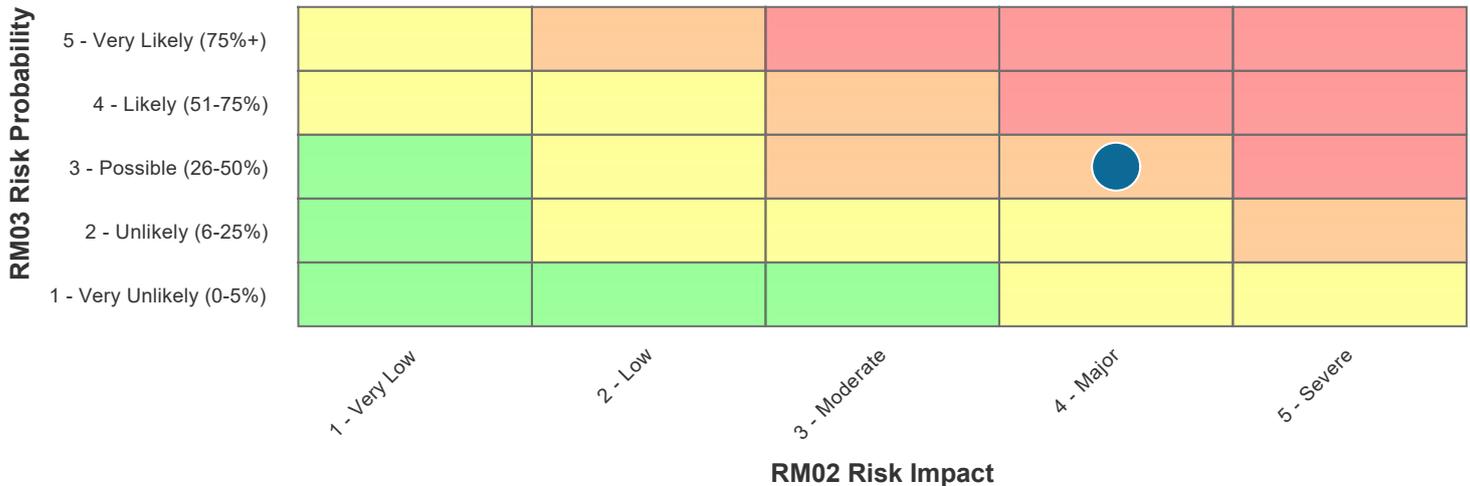
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Inherent Risk Score

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Target Risk Score



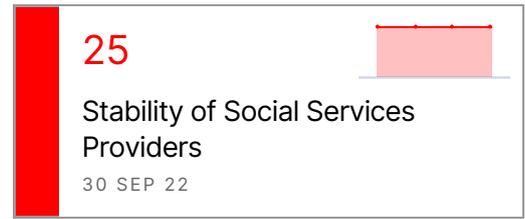
Direction of Risk

Schools Finance / Cost Pressures	DoR	Comment
	✘	This situation remains very fragile, and following confirmation of the pay award, colleagues in Finance have suggested that some schools could potentially close the year in a deficit position. Systems and processes for early identification of potential difficulties continue to be refined and will be used to mitigate any issues likely to arise.

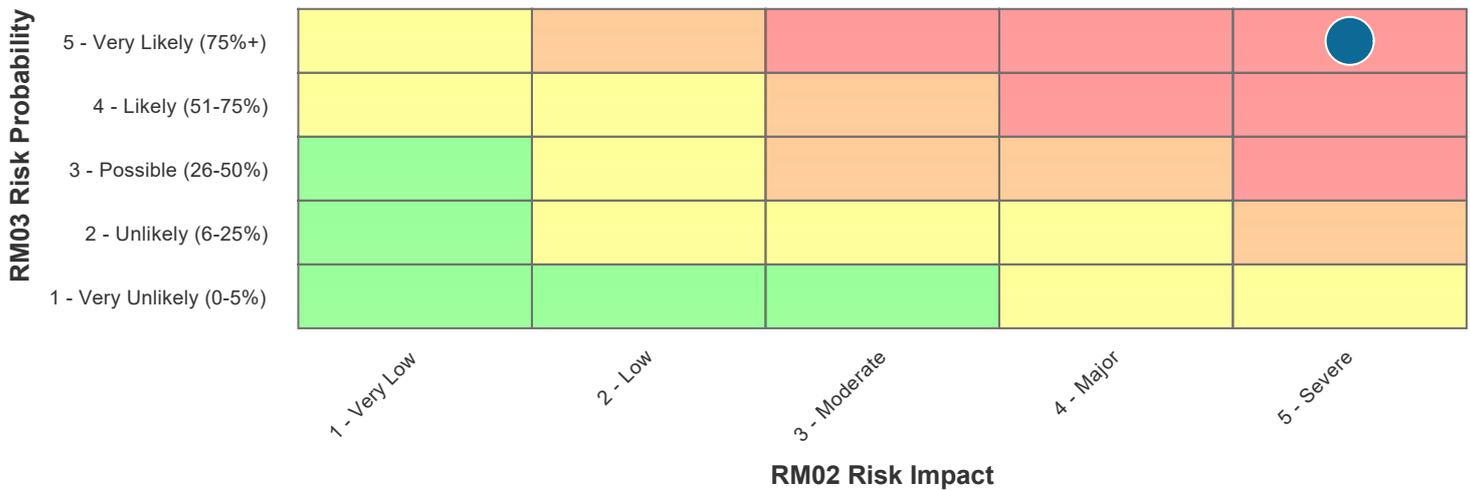
Action Description	Period	Value
Monitor In-year School budgets to ensure budgets are: • Managed effectively and taking necessary actions to prevent overspending. Effectively taking necessary actions to prevent overspending. Schools that have deficit budget recovery plans are implementing the necessary actions to reduce their overall budget deficits.	Sep 2022	●
Monitoring of primary, secondary and special schools in-year budgets: • To prevent overspending and take necessary mitigating action(s). Schools with deficit budget recovery plans are implementing the necessary actions to reduce their budget deficits	Sep 2022	●
The local authority will monitor school budgets to ensure that Headteachers and Governing Bodies are: a) Maintaining a balanced budget; b) Addressing in year overspends to reduce the risk of moving in to deficit positions; c) Where deficit budgets occur, deficits are licensed with full recovery plans. d) Where in year deficits are still arising following substantial review, further mitigation may be through the medium term financial plan.	Sep 2022	●

Stability of Social Services Providers

Short Description	The Council requires support from external providers to deliver care packages for children and adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> ■ WBO 3. Healthy, Independent & Resilient ■ SRA 3. Supporting Health & Well-being of Citizens



20 **6**
Inherent Risk Score Target Risk Score



Direction of Risk

	DoR	Comment
Stability of Social Services Providers	➔	The current economic climate is continuing to be challenging. Increased fee levels have delivered financial stability for the time being but predicted energy price hikes and increases in inflation present ongoing risk for winter months of this financial year. In addition, the likely impact of both flu and covid is highly significant in this area of work. Thus the fragility of the workforce continues to impact on capacity.

Action Description	Period	Value
Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	Sep 2022	

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Report

Cabinet

Part 1

Date: 14 December 2022

Subject Consultation draft of Gwent Well-being Plan 2023-28

Purpose To update Cabinet on progress in developing the Gwent Well-being Plan 2023-28 and seek agreement on the consultation draft objectives and steps

Author Policy and Partnership Manager

Ward All wards

Summary In accordance with the Well-Being of Future Generations Act, the regional Gwent Public Services Board (PSB) has carried out a Regional Assessment of the Social, Economic, Environment and Cultural Well-being of Gwent. This was supported by the creation of Local Well-being Assessments for each of the five areas.

Following this, development of the Gwent Well-being Plan is on track and the Plan is currently out for public consultation. The Plan will be presented for approval and adoption by Council in February 2023 before final sign off by the Gwent PSB in mid-April.

Alongside this, One Newport is developing a Local Action Plan which will both support the achievement of the Regional Objectives and allow Newport partners to continue its focus on key areas of importance for Newport.

This report outlines the progress of the Gwent Well-Being Plan, describes the draft objectives, and provides a timeline for the consultation and approval.

Proposal Cabinet is requested:

- a) To review and accept the consultation draft of the Gwent Well-Being Plan or propose amendments
- b) To recommend the final version to Council on 28 February 2023 for approval and adoption

Action by Cabinet

Timetable Immediate

This report was prepared after consultation with:

- Head of People, Policy and Transformation
- Head of Finance
- Head of Law and Regulation

Signed

Background

The Well-being of Future Generations (Wales) Act 2015 came into force in April 2016 and is about improving the social, economic, environmental, and cultural well-being of Wales. It is designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs. As one of the 44 bodies named in the Act, the council must consider the Act in everything it does.

The Act mandated the creation of Public Service Boards (PSBs) for each Local Authority area in Wales. Each public services board must improve the economic, social, environmental, and cultural well-being of its area by contributing to the achievement of the 7 National Well-being goals:

- 1) A prosperous Wales
- 2) A resilient Wales
- 3) A healthier Wales
- 4) A more equal Wales
- 5) A Wales of cohesive communities
- 6) A Wales of vibrant culture and thriving Welsh Language
- 7) A globally responsible Wales



The PSB achieves this through assessing the state of economic, social, environmental, and cultural well-being in its area and setting objectives that are designed to maximise its contribution to achieving these goals. These objectives must be presented as part of a Well-being Plan which must be published within one year of Local Authority Elections being held. This means that a new Plan must be published by May 2023.

Gwent PSB

In June 2021 Newport moved from a Newport PSB to a Gwent PSB alongside Caerphilly, Torfaen, Blaenau Gwent, and Monmouthshire. Discussions had been ongoing for several years about the advantages of taking a regional approach to the requirements of the Well-being of Future Generations Act within Gwent. The One Newport Partnership (formerly the Newport PSB) continues its valuable work in supporting the delivery of the current Wellbeing plan and will retain responsibility from June 2023 for the achievement of the Local Action Plans detailed below.

Well-being Assessment

The Gwent PSB carried out a Regional Assessment of the Social, Economic, Environment and Cultural Well-being of Gwent in late 2021/early 2022. This was supported by the creation of Local Well-being Assessments for each of the five areas. The Regional and Local Well-being Assessments were published in May 2022 and are linked to in the background papers section below.

Well-being Plan

The Regional Well-being assessments led to the creation of potential focus areas for the Well-being objectives. These were initially assessed by members of the officer Gwent Strategic Well-being Assessment Group (GSWAG) which sits underneath the PSB and contains representatives of organisations that constitute the PSB. Following this assessment, the PSB identified 3 areas of focus for the Well-being Plan:

- Environment (Climate and Nature emergencies)
- Health and Well-being/Inequalities
- Community Cohesion (including Community Safety and Substance Misuse)

A detailed analysis of these 3 areas was carried out by suitable Partner organisations and this informed the development of draft Objectives and 'Steps' which provide the framework for how these objectives will be achieved:

- We want to create a fair and equitable Gwent for all
 - By reducing the gap in the number of years lived in good health between the most and least deprived communities in Gwent
 - By ensuring that our communities feel empowered, healthy, and safe.
 - By creating equitable opportunities in education and by reducing the gaps in achievement.
 - By reducing the impacts of child poverty.
 - By improving low and no carbon transport links that enable access to employment, education, culture, and leisure.
 - By supporting the creation of meaningful employment and training opportunities that enable everyone to receive fair pay for the work they do.
 - By working with housing providers and other stakeholders to ensure good quality, energy efficient and appropriate housing for all.

- We want to create a Gwent that has friendly, safe, and confident communities
 - By creating a safer Gwent by reducing antisocial behaviour, preventing crime as much as possible, improving road safety and enhancing our green spaces.
 - By ensuring that Gwent is a welcoming, diverse, and thriving place to live and visit by being inclusive and creating cultural opportunities for all.
 - By creating volunteering opportunities across the region which will empower residents to have control over their own communities.
 - By creating access to good quality, healthy and affordable food with secure supply chains and opportunities for local growth.
 - By reducing digital exclusion and embracing digital innovation.
 - By enabling access to valuable work for everyone by enhancing skills and education opportunities and taking advantage of emerging sectors.

- We want to create a Gwent where the natural environment is protected and enhanced to maximise the well-being benefits that nature provides to current and future generations.
 - By reducing the environmental impact of production and consumption.
 - By declaring a nature emergency in Gwent.
 - By responding to the climate emergency and protecting and preparing communities for the risk associated with climate change.
 - By exploring and promoting community energy projects.
 - By transforming food, transport, and energy in Gwent.
 - By recognising biodiversity as an asset, addressing the root causes of biodiversity loss and better managing the pressures on natural environments

These draft Objectives and Steps form the Draft Well-being Plan which is currently out for consultation and is linked to in the background papers section below.

Following this statutory 12-week consultation period the Plan will be amended and a final version will be presented to Council for approval and adoption off in February 2023. All other partner organisations will also need to sign off the Plan and final sign-off from the Gwent PSB is planned for mid-April 2023. The report will then be finalised and translated before publication in May 2023; with the new objectives coming into effect from June 2023.

Local Action Plans

To ensure that the move to a regional PSB did not detrimentally impact on the local nature of well-being delivery that has been built up since the inception of the Act, the decision was made by the Gwent PSB

to have the regional Plan underpinned by Local Action Plans for each of the 5 Gwent Regions. These Local Action Plans will serve two purposes – to identify specific actions which will contribute at a local level to the achievement of the Regional Well-being Objectives and Steps; and to identify priorities and actions which are applicable to Newport which may be relevant at a regional level. Workshops involving Council Officers and representatives of Partner organisations within Newport are planned to develop a Draft Local Action Plan.

Financial Summary

There are no costs to Newport associated with developing the Well-being Plan. All work is being carried out with existing resource and within core budgets.

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Gwent Well-being Plan is not signed off by all Partners and the Gwent PSB in time for publication in May 2023	M	L	The timeline for the development and sign off of the Regional Well-being Plan has been amended to allow the maximum possible time for Partner sign off	Officers within Caerphilly Borough Council who own the creation of the Plan
The needs of Newport are not taken into account in the Plan development.	M	L	Officers across the region are working on the proposals, supported by the members of the OneNewport partnership.	Policy and Partnership Manager

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The development of the Gwent Well-Plan and associated Newport Local Action Plan will draw on a number of Council Policies, including (but not limited to) the Corporate Plan 2023-28 (which includes Newport Council's individual Well-being Objectives), the Climate Change Plan 2022-27, The Sustainable Travel Strategy and the Adopted Local Development Plan 2011-26.

Options Available and considered

- 1) To note the progress made and accept the draft consultation Well-Being Plan as set out in this report, with recommendation for final approval and adoption by full council in February 2023.
- 2) To note the progress made as set out in this report and propose amendments.

Recommendations.

Preferred Option and Why

Option 1 is preferred, ensuring the needs of Newport residents, communities and businesses are represented and to meet statutory requirements for adoption and publication.

Comments of Chief Financial Officer

There is no adverse budgetary impact linked to the development of the Gwent Wellbeing Plan, all work on the plan has been carried out using existing budgets. All actions identified in the plan will need to be met from core budgets or grant funding and will be monitored closely as part of well-established and ongoing budget monitoring arrangements with any potential future budget pressures being identified in the Medium-Term Financial Plan.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report, which simply updates Cabinet on the current position regarding the development of the Gwent Well-Being Plan. The final plan will need to be presented to full Council for approval and adoption in due course, following the end of the consultation period.

Comments of Head of People, Policy and Transformation

From an HR perspective, there are no direct staffing implications to this report. The development of the regional wellbeing plan and local associated action plan has been informed by Gwent and Newport residents and will ensure a continued focus on improving the wellbeing of our residents and is required under the Wellbeing of Future Generations (Wales) Act.

Scrutiny Comments

Partnership Scrutiny Committee has been consulted on progress regarding the Gwent PSB arrangements, and the development of the Gwent Well-Being Plan, at their meeting on the 30 November 2022. Feedback from scrutiny members will be included in the Newport City Council response and will support future reports to the Committee.

A copy of Scrutiny comments follows below -

The Committee wished to thank the Officers for their attendance and the detailed presentation, which provided a good understanding about how the Gwent Public Service Board will work. Members of the Committee explored the benefits of the partnership arrangement in terms of outcomes and sharing resources and best practice and sought clarification from Officers on the funding arrangements underpinning this and hopes that it will be fair and transparent. The Committee also asked if examples of sharing good practice could be provided in future to evidence this positive output of partnership working.

Whilst appreciating that the Wellbeing Plan has been created based on a Needs Assessment for Newport and the other areas, Members commented that Newport has different demographics and geography when compared with the other areas in the Board, and that Newport's requirements must be adequately and fairly represented. The Committee conveyed their expectation that the Council needs to maintain a local level of planning and scrutiny through governance arrangements.

In Objective 2 of the Plan, the Committee felt that more emphasis on tackling antisocial behaviour would be welcome, including how the Gwent Public Services Board will measure and monitor improvements and progress made.

In Objective 3, although the report references the impacts of a changing climate including more extreme weather events, the Committee felt that there should be more mention of flood risk and response to this kind of emergency event as this is an area which would particularly affect Newport and suggested an additional step of "Ensure that the lives of the people of the region are protected by physical measures taken to alleviate the threat of flooding and storm-induced land slips, because global warming continues to increase sea and ocean levels and increase flood-risk over large areas of the south of the region while severe weather events threaten coal-tip slippages and flash-flooding further north. Physical barriers to ensure the safety of the population of the region are an urgent necessity."

The Committee were pleased to hear about the level of consultation that the Partnership Team undertake with the residents of Newport. Members wished to promote consultation that is inclusive of all Newport residents. The report gave a questionnaire as an example of the consultation process, and Members prompted Officers to clarify the other channels through which views and feedback were sought. Members felt that some groups may be more difficult to engage and less likely to complete an online questionnaire. Members wished to emphasise the need for inclusive consultation that seeks to actively engage with residents who may be less heard in digital engagement.

The Committee noted the content of the survey and confirmed they were happy with the objectives and steps.

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

This is an information-only report, so a full FEIA is not required. The Well-being of Future Generations (Wales) Act 2015 is the focus of this report. All actions which are proposed to support the achievement of the Regional Well-being objectives will be assessed to make sure that they are in line with the Equality Act 2010 and the council's Socio-economic duty. All of the documentation relating to the development of the Plan (assessments, the Plan itself, consultation content) has been presented in Welsh as well as English.

Consultation

As noted in the background section, consultation is currently taking place on the Gwent Well-being Plan with public sector organisations, the third sector and residents; and workshops with partners and public consultation are both planned to support the development of the Local Action Plans.

Background Papers

[Consultation Draft Well-being Plan for Gwent 2023-28](#)
[Regional and Local Wellbeing Assessments](#)
[Well-being of Future Generations \(Wales\) Act 2015](#)

Dated: 6 December 2022

Report

Cabinet

Part 1

Date: 14 December 2022

Subject Norse Joint Venture partnership

Purpose To consider arrangements for the Norse Joint Venture (JV) contract

Author Strategic Director – Corporate and Transformation

Ward All

Summary In July 2014 Newport City Council and Norse Commercial Services created a Joint Venture agreement to form Newport Norse, and entered into a Service Agreement for the provision of property services by the JV Company to the Council. This partnership provides an integrated Property and Facilities Management service and includes ‘white collar’ professional services such as estates management and design; building maintenance, premises management and cleaning supported by a direct labour work force. The Services Agreement between the Council and the JV Company was for an initial 10 year period and terminates on 30th June 2024, unless both parties agree to extend the contract not less than 18 months before the termination date (i.e. before the end of December 2022). This provides an opportunity to review the arrangement and consider future requirements.

Taking into account the significant work being delivered by Newport Norse, the risks and potential benefits of the end of the partnership, the Report proposes a short term extension of the current contract with improved financial benefits, to allow time to review the delivery model with our partners. This will also provide support for a programme of asset rationalisation as set out in our Corporate Plan and consider how we maximise community benefit from any future arrangement.

Proposal To extend the Service Agreement with the Norse JV Company until 31 Dec 2025 subject to agreeing improved financial benefits pending a review of the delivery the model and future requirements.

Action by Head of People, Policy and Transformation

Timetable By 30 December 2022

This report was prepared after consultation with:

- Cabinet Member – Infrastructure and Assets
- Newport Norse
- Head of People Policy and Transformation
- Head of Finance
- Head of Law and Standards

Signed

Background

The Newport Norse partnership was created in 2014 as a joint venture between Newport City Council and Norse group, a public services company wholly owned by Norfolk County Council. The initial contract term was ten years, expiring on 30 June 2024, with the opportunity to extend by a period of up to 10 years. Any decision to extend must be taken not less than 18 months before the end of the operating period (30 December 2022).

The Council has a 20% interest in the JV Company and, under the Shareholder's agreement, receives a 50% rebate of any net operating surplus, after Norse have received their head office overheads and a 2.5% internal share. The Council's value share is taken as a discount or rebate against the fees paid to the JV Company for the core services, rather than as a dividend, to avoid any tax implications. The JV Company is a local authority controlled company and must carry out up to 80% of its work for the Council.

The company's turnover at its inception in 2014/2015 was £4.1m, with turnover rising from 2021/2022 to £17.9m. The Council receives 50% of the surplus annually, with the first £156k being received by the parent company.

Over the eight years nearly £3.3m has been rebated back to the Council, much of which would effectively have been paid to private sector companies previously. This has been achieved in partnership, whilst maintaining good quality jobs, offering the local government pension, and paying as a minimum the 'Real Living Wage'. As part of the establishment of the arrangement, circa 200 staff were initially transferred into the Joint Venture, with protected terms and conditions and pension rights

There is an annual budget for the core funded property work and agreed rates for additional professional consultancy services.

The Council's work with Norse has been the subject of a number of external and internal reviews and the partnership has delivered on major projects, with a range of benefits to the city of Newport. Newport Norse has also generated significant local spend with suppliers, and over 75% of spend within the NP postcode area. In the 12 months from September 2021 to 2022, this amounted to £7.9m, with 25% (£2.4m) being spent with across South Wales and beyond.

Newport Norse currently manages approximately 330 built assets for the City Council with a total asset value of some £320m. The Norse JV provides a 'one stop shop' for all property services, which include:

- building maintenance, including direct labour
- statutory testing and inspection
- cleaning and catering
- estates and valuation
- design and construction procurement
- project management
- corporate premises manager

Norse acts as the Council's Corporate Landlord, ensuring Council policy is followed by delegated budget holders, and that the Council fully optimises the use of its property assets.

The review of the partnership in 2019 by CIPFA (Chartered Institute of Public Finance and Accountancy) provided a detailed examination of the joint venture arrangements. In summary, it stated that the arrangement was beneficial to the Council with a number of areas that need to be improved in order to further realise and accelerate the potential for the arrangement. These improvements continue to progress.

The Norse JV is also reviewed by Partnership Scrutiny Committee, most recently at its meeting in November 2022 where the positive progress made was noted, although matters raised included the costing model and an emphasis on wider social and community value reflecting changes in policy over

the last ten years. This aligns with the aspirations of the Council’s new Corporate Plan to place social value at the core of our activity.

Current position and proposal

The current delivery model established in 2014 provides an integrated Property and Facilities Management service for and on behalf of the Council. This includes ‘white collar’ professional services such as estates management and design; building maintenance, premises management and cleaning supported by a direct labour work force. Newport Norse employs circa 320 staff including apprentices and trainees and has maintained terms and conditions such as the National Living Wage and Local Government pensions.

We value the successful track record and collaborative relationship between the Council and the Norse Group and the collective achievements the partnership has delivered to date. The knowledge and expertise that allows informed decision making by the Council about its property portfolio has grown over the life of the partnership to a robust position and considering our financial challenges we will need to use this to review and rationalise our assets.

Although the JV partnership has delivered a range of successful outcomes for NCC, contract pricing, the financial rebate arrangement established in the contract, and the level of community benefit or social value built into the partnership requires review. However, the pending cessation of the current JV term also presents a range of risks to ongoing work and projects for the Council and potentially to staff within Newport Norse.

The Council is facing significant financial pressure and recognise Newport Norse’s key partnership role in reducing costs both for property management and the JV itself, through a proposed change to the rebate, but also more widely with our asset rationalisation programme in the next two years.

The Council is not in a position to extend the Norse contract in its current form for the full period, noting our clear direction of supporting communities through social value. However, the JV partnership has many advantages and jointly we would propose to work together to determine how an alternate model can be created that satisfies the community benefit and social value requirement, and builds on the progress made over the last ten years.

The proposal is to extend the arrangement to 31 Dec 2025 and use the time between now and the expiration of the extension period to work towards exploring options for an alternate service delivery model which benefits of the community of Newport. The areas of focus for an extended contract are proposed as:

- Improving financial value for NCC
- Improving quality, transparency, and communication
- Enhancing ‘social value’ through a transition to 2026 and beyond

Newport Norse will also support ongoing major projects, and asset rationalisation as set out in our Corporate Plan.

Should Cabinet agree to progress the extension proposal, the next steps would be to agree a variation to the current contract to allow an extension to commence from 1 July 2024 and agree terms.

Financial Summary (Capital and Revenue)

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Income – change to rebate arrangements:	(156k)				Proposed increase in rebate
Increased estimated rebate due to turnover:	(82k)				
	(238k)				

Risks

As outlined in the report the proposal to extend the current partnership in the medium term mitigates against a number of risks. The Corporate Risk Register reflects the risk of the Council's property estate and the role of the partnership in managing this.

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Risk of contract ending before a new model is established resulting in disruption to services, loss of skills etc	H	L	This report proposes a transitional arrangement with an extension and jointly agreed way forward	Strategic Director – Corporate and Transformation
Impact on partnership working, and Norse staff of not having an agreed way forward	M	L	This report proposes a transitional arrangement.	Strategic Director – Corporate and Transformation
Financial risk if agreement if not reached and contract not extended.	M	L	This report proposes a transitional arrangement including financial arrangement.	Head of People Policy and Transformation
Disruption to management of the property estate (Corporate Risk) and major projects.	M	L	This report proposes a transitional arrangement with an extension and jointly agreed way forward which would support the ongoing work programme and asset rationalisation.	Head of People Policy and Transformation
Increased income target in the budget (MTFP) may present a future risk /overhead in the development of any new model	M	H	Work to create the new model will need to consider this.	Strategic Director – Corporate and Transformation

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Council's new Corporate Plan identifies the City Council as an inclusive organisation that places social value, fairness and sustainability at its core, and this is one of our Well-Being objectives for 2022-27. Reviewing the service delivery model in the medium term is congruent with this aspiration.

The Corporate Plan also identifies actions to:

- Transform our neighbourhood and community services to enable communities to make best use of land and property through community asset transfer.
- Rationalise, protect, and enhance our buildings and assets enabling co-productive working environments with our strategic partners, public sector bodies and other organisations.

Options Available and considered

The report proposes two options:

- 1) To extend the contract on revised terms:

- reducing costs to NCC for the remaining period to 31 Dec 2025;
- working together to improving quality, transparency, and communication; and
- enhancing social value through a transition in 2025/26.

2) Not to extend the contract and continue with the same terms and conditions to 30 Jun 2024.

Preferred Option and Why

To extend the contract on revised terms, reducing NCC costs for the remaining period to 31 Dec 2025 to enable a review of the delivery model and support and effective transition.

Comments of Chief Financial Officer

The contract with Norse is fully funded through a core budget which is reviewed annually and any anticipated uplifts highlighted in the Medium Term Financial Plan. The contract allows for a rebate which is budgeted for and has been reviewed and uplifted periodically to reflect continued over achievements against the income budget target since the inception of the Joint Venture.

The proposal to increase the budgeted rebate by a potential £238k carries with it a now higher risk in any given year of under achievement which would leave an in-year pressure against the budget. There also follows the risk that by increasing the budgeted income to £728k overall, this might prove challenging for whichever organisation delivers the service once a new contract is eventually in place. In that sense, it may be a prohibitive / limiting factor for some options, from a financial viewpoint and this needs to be considered.

Any review of the current model will need to be delivered using existing budgets and will need to be assured that the financial model for future arrangements delivers the key outcomes required. Therefore, the lead in times to review options in going forward will need to be reasonably long to ensure a robust and comprehensive recommendation.

Comments of Monitoring Officer

The proposed extension is in accordance with the Council's general powers to enter into contracts for the provision of services. Because the Council has a 20% interest in the Norse JV Company and at least 80% of its work is carried out for the Council, then the work can be awarded directly without the requirement for any competition. The current Services Agreement between the Council and the JC Company was for a period of 10 years and will terminate automatically on 30th June 2024 unless the parties agree to extend the contract for another 10 years before the end of December 2022. Therefore, the proposal to extend the current services agreement for a shorter period, pending a review of other service delivery models which could deliver greater community benefits, would require the agreement of the Norse shareholder and a deed of variation to the current contract. The Council receives a 50% share of any net operating profit, after Norse have received their head office overheads and a 2.5% internal profit share. The Council's profit share is taken as a discount or rebate against the fees paid to the JV Company for the core services, rather than as a dividend, to avoid any tax implications. Any change to the existing profit-share and rebate arrangements, during the contract extension, would also require agreement with the JV Company and a variation to the services contract and possibly the shareholder agreement, depending on the nature of the changes. The contract extension will enable a more detailed review to be undertaken of alternative service delivery models and will assist with any transitional arrangements.

Comments of Head of People, Policy and Transformation

This report has been completed with comments from the Head of People, Policy and Transformation throughout. The Council has a responsibility for ensuring that services are provided to a satisfactory level to its users and that we ensure continuous improvement and value for money.

This report provides an overview of the benefits of the Joint Venture to the Council and the residents of Newport along with some of the challenges. The recommendation of an extension enables a considered review of the delivery model and provides time for an effective transition.

There are no HR implications relating directly to this report, although this will form part of future discussion during and post review period.

Scrutiny Committees

The Norse JV partnership was reported to Partnership Scrutiny Committee 9th November 2022 and recommendations are considered in this report.

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

The council has a number of legislative responsibilities to assess the impact of any strategic decision, proposal or policy on people that may experience disadvantage or inequality. This proposal considers how to develop and achieve further social value from the partnership arrangement.

The 5 main considerations in respect of the Wellbeing of Future Generations (Wales) Act 2015 are set out below with an explanation of how this decision meets these objectives:

- **Long term:** The medium term extension supports a review of the partnership arrangement and a longer term approach which provides for social value and community benefit.
- **Prevention:** There is a range of work supported by the partnership which prevents future problems, through property management and asset rationalisation.
- **Integration:** The new proposal would support the Council's longer term approach as established in our Corporate Plan and well-being objectives.
- **Collaboration:** The proposal is a partnership approach.
- **Involvement:** Discussions have been held at Scrutiny Committee and the objectives set out in the Corporate Plan were subject to public consultation.

No positive or negative impact on people that share protected characteristics and no positive or negative impact on economic, social, cultural and environmental well-being have been identified and therefore a full FEIA is not required.

Consultation

None.

Background Papers

Partnership Scrutiny Committee 9th November 2022

Dated: 7 December 2022

Report

Cabinet

Part 1

Date: 22 November 2022

Subject Gwent Regional Integration Fund

Purpose For Cabinet to consider the financial liabilities arising from the proposed tapering of the Regional Integration Fund.

Author Strategic Director Social Services

Ward All Wards

Summary The Gwent Regional Integration Fund was established to support transformation in public services across social care and health. The revised model of funding has within it a series of financial implications for all partners. This report summarises the specific implications for Newport City Council of the proposed financial taper. While the attached papers lay out the detailed background, use of the fund and highlight the pending financial challenge.

Proposal Cabinet is requested:

- a) To consider the financial liabilities and implications of the Regional Integration Fund and its tapered funding model.
- b) In light of the significant financial challenges the proposed tapering arrangements will place on the LA we support the RPB leadership in seeking to revise the grant conditions.
- c) To determine whether it wishes to make any comments to the Gwent Regional Partnership Board

Action by Strategic Director Social Services

Timetable Immediate

This report was prepared after consultation with:

- Cabinet Member for Social Services
- Chief Finance Officer
- Executive Board
- Regional Partnership Board and Regional Leadership Group

Signed

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Background

Gwent Regional Partnership Board, via a range of statutory and third sector partners, have established a portfolio of activity aligned with the priority areas for integration, as defined within the Social Services and Wellbeing Act [Wales] 2014. This portfolio was enabled by a range of funding streams provided to Regional Partnership Boards across Wales, those funding streams ceased on 31 March 2022. To reflect the planned end of funding streams, the 2021-22 financial year was defined as a transition period to support both the regional partnership and organisational financial planning.

Following on from the transition period the Health and Social Care Regional Integration Fund (RIF) was introduced as a 5 year fund to deliver a programme of change from April 2022 to March 2027. The RIF builds on the learning and progress made under the previous Integrated Care Fund (ICF) and Transformation Fund (TF) and will seek to create sustainable system change through the integration of health and social care services.

The RIF is a key lever to drive change and transformation across the health and social care system and in doing so is intended to directly support implementation of several key pieces of policy and legislation. The aim is that by the end of the five year programme social care and health will have established and mainstreamed at least six new national models of integrated care so that citizens of Wales, wherever they live, can be assured of an effective and seamless service experience in relation to:

- Community based care – prevention and community coordination
- Community based care – complex care closer to home
- Promoting good emotional health and well-being
- Supporting families to stay together safely, and therapeutic support for care experienced children
- Home from hospital services

At the time of the introduction of the Regional Integrated Fund the financial modelling including a taper was set out to support a transformational programme. The economic changes since the establishment of the fund have brought significant challenges to all partners and the implementation of the taper as originally proposed will destabilise and undermine core elements of provision. All partners are being asked to consider the viability of the proposed taper model in light of the current financial position.

The Cabinet is asked to consider the executive report specifically relating to the Financial Liabilities applicable to Newport City Council of the Regional Integrated Care Fund funding model, in [Appendix A](#).

In addition, the Regional Integration Fund Strategic Outline Plan is also included for wider context and information, and provides programme level information that has been submitted to Welsh Government, provided by the Regional Partnership Board in [Appendix B](#).

Services funded by the RIF

The services funded by the RIF have been developed over the past 10 years. Many of the services have been in place since the introduction of the Integrated Care Fund. These services are key to supporting some of the most vulnerable citizens. The services in Newport include

- Community Connectors
- Support for unpaid carers
- Assistive Technology
- Home First – supporting patients to plan discharge from hospital
- Step up – Step down beds
- Early intervention dementia services
- Shared Lives
- My Mates

- Supporting care experienced young people
- Enhanced Edge of Care Services
- Special Guardianship Support

All of these services are currently delivering direct provision to some of our most vulnerable citizens. The services in total directly employ 41 staff by Newport City Council with a further group of staff employed by third sector agencies to support the services as well as the posts in regional services. There is a full description of the services in the appendices.

The original planning for the RIF was predicated on a series of % tapers depending on the nature of the service with a view to releasing the funding for further developments of models of care. Originally the cash taper was due to come into play in 2022/23. However, the timing of the introduction of the cash taper was delayed because of the challenges of timescales. The cash taper is currently due to be enacted in 2023/24.

Across Wales all Local Authorities and Health Boards are in discussion as to the impact of the proposed cash taper. The services provided from the RIF are provisions that have been developed over years and the majority were previously funded by the Integrated Care Fund. Many of the services are models of good practice and innovation. They work with the vulnerable citizens and either work directly with statutory services or are services which prevent escalation of need to a need for statutory interventions. Savings as a direct result of preventative or new models of services are challenging to identify particularly against a back drop of inexorably rising demand, increasing population numbers and for Newport increasing numbers of both older people and young children. The fallout of the pandemic and the increasing impact of the cost of living crisis have exacerbated the difficulties in ceasing services.

Current position

If the RIF cash taper were to be introduced in the timescales now proposed all agencies involved in providing these services would be required to make savings elsewhere in core budgets in order to meet the cash taper. The overall challenges to the public sector budgets mean the RIF cash taper quite simply adds to an already immensely difficult budget setting round.

In order for Newport City Council to meet the cash taper in 2023/24 and 2024/25 either core services will need to be cut or the grant funded services will need to be brought to a close.

Financial Summary (Capital and Revenue)

- The costs and financial implications:

Comprehensive details of the current financial arrangements for the RIF and the proposed funding taper are included in the appended papers.

In 2022/23 Newport Children’s Services will receive £736,276 in RIF grant allocation.

In 2022/23 Newport Adult Services will receive £1,313,379 in RIF grant allocation.

For Home First a regional service managed by Newport the 2022/23 grant allocation is £1,799,418

For Newport the headline revenue funding position is as laid out in the table below. There is no implication for capital funding. These are the contributions required as totals under the RIF tapering model.

	Year 2	Year 3	Year 4	Year 5	Year 6
	23/24	24/25	25/26	26/27	27/28
Adults	£175,837	£353,119	£411,250	£411,250	£588,531
Childrens	£220,882	£220,882	£368,138	£368,138	£368,138
TOTAL	£396,719	£574,001	£779,388	£779,388	£956,669

Risks

The key risks highlighted in these reports are the additional and immensely budgetary challenges the RIF taper will place on the Social Services budgets from 2023/24 onwards. RIF grant funding is fundamental in providing effective statutory services in social care. The proposed taper risks fatally undermining the work itself or placing unacceptably high challenge on the core budget.

Links to Council Policies and Priorities

The fund supports fundamental elements of the social care provision. The work funded by the RIF is outlined in the service plans for Children's and Adults Services. The service plans themselves rest in the Corporate Plan.

Options Available and considered

- a) To accept the financial liabilities and implications of the Regional Integration Fund and its tapered funding model.
- b) In light of the significant financial challenges the proposed tapering arrangements will place on the LA we support the RPB leadership in seeking to revise the grant conditions.

Preferred Option and Why

- b) In light of the significant financial challenges the proposed tapering arrangements will place on the LA we support the RPB leadership in seeking to revise the grant conditions.

Working to support transformation in health and social care is to be welcomed. At the time of the introduction of the tapered funding model the economic outlook was very different. However, given the now bleak financial position across the public sector the options to release funding to embed new models of care have been fatally eroded. When improvements come to the finances of the public sector we would of course welcome a return to a consideration of tapered funding models to support transformation.

Comments of Chief Financial Officer

This report highlights significant cost pressures to the authority if Welsh Government mandates the tapering of the Regional Integrated Funding, almost £1m by 27/28. The service area is already requesting cost pressures within the medium term financial plan associated with demand and rising costs. This would further add to the financial gap currently forecast for the authority over the medium term. There has been mitigation and saving proposals put forward to offset some of these but the service area would undoubtedly find it extremely difficult to find any more without significantly affecting statutory services.

Comments of Monitoring Officer

There are no specific legal issues arising from the report, which sets out the financial risks and implications for the Council as a consequence of the proposed tapering of the RIF and the reduced grant funding from Welsh Government. Cabinet are invited to comment on the proposal to the RPB and to support a joint approach to Welsh Government to try to secure a change to the tapered funding model.

Comments of Head of People, Policy and Transformation

As outlined in the report, working to support transformation in health and social care is welcomed, however the proposals outlined alongside the current financial challenges undermine service delivery and will impact on staffing levels within the Council and wider partnership.

The preferred option to not accept the model as proposed is supported.

Scrutiny Committees

The reports were presented to Performance Scrutiny Committee on 26.10.2022

- The Committee considered the financial liabilities and implications of the new Regional Integration Fund and its tapered funding model. The Committee wished to make comment to Welsh Government that now is not the time for the tapering funding model as the challenge at present climate is too great. It was agreed that innovation and improvement is desirable in the longer term, however now is not the time to put these services at risk. Not having the money to be able to run the projects noted in the report would have an enormous impact on the people who rely on these projects for support. The Committee request that deadlines be pushed back for the tapered funding model until 2024.
- The Committee ask if the comments from the other partnership members where this has been presented could be shared.
- The Committee requested for a report on the work of the Regional Partnership Board will be brought back to the Committee. Members commented that it would be helped if the report contact possible case studies to show examples of how the partnership works.
- The Committee ask if they could be provided with the figures of the amount of unpaid carers there are in Newport.

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

An FEIA has not been completed. This report is for proposal to respond back to the Regional Partnership Board with a view as to support or not for the RIF taper. At the point where next steps might be taken to reconfigure because of the loss of funding or the introduction of the taper the FEIA would be completed.

Summary of impact – Wellbeing of Future Generation (Wales) Act

Well-being of Future Generation (Wales) Act

- Long term: the importance of balancing short- term needs with the need to safeguard the ability to also meet long – term needs
- Prevention: How acting to prevent problems occurring or getting worse may help us meet our objectives
- Integration: Consider how the proposals will impact on our wellbeing objectives, our wellbeing goals, other objectives or those of other public bodies
- Collaboration: have you considered how acting in collaboration with any other person or any other part of our organisation could help meet our wellbeing objectives
- Involvement: The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the City we serve.

Throughout this report the core principles of the WFG are referenced and interwoven. Prevention and Inclusion underpins the work of Social Services. Sadly while much of the direct work of Social Services teams is crisis and risk driven the aim is always to reach a place where citizens can support their own

families and manage their own care with as little statutory intervention as possible. Integration with other elements of the Council and public bodies is key to the success of the work of Social Services. Working in collaboration with families and vulnerable adults as well as partner agencies is vital and drives this work. Throughout Social Services we are constantly looking for new ways to fully involve and engage children, young people, parents, vulnerable adults and carers.

Summary of impact – Equality Act 2010

Social Services are largely reactive services with provision available to all across the City. The services must be open to all fairly. Given the nature of vulnerability the two key elements of particular note are age and sex. Young and old are more likely to access services while women are more likely to feature as caregivers.

Summary of impact – Socio-economic Duty

Just as with the Equality Act and the protected characteristics Social Services work with all regardless of their socio economic position. In Children's Services the correlation between accessing care and support and poverty has been well documented in research while in adult social care the role of unpaid care givers creates particular socio economic challenges for those with high levels of vulnerability.

Summary of impact – Welsh language

Within Social Services staff work to "More than Words" to promote the Welsh language. All who are referred to Social Services receive the "Active Offer" of service in Welsh or English. The choice is the recorded on WCCIS to ensure appropriate service.

Consultation

The Cabinet Member for Social Services sits on the Regional Partnership Board and so has been party to the regional discussions in respect of the funding liabilities.

Background Papers

The two background papers Newport City Council Executive Report and the Outline Strategic Plan have been produced by the team who support the work of the RPB and in particular are responsible for the implementation and monitoring of the RIF. The team work closely with all regional partners and liaise with Welsh Government.

Dated: 23.11.2022

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Regional Integration Fund Executive Report
Newport City Council

Purpose

This report is provided to Newport City Council to aid consideration of the financial liabilities and implications of the new Regional Integration Fund and its tapered funding model. The financial liabilities to adhere to the funding model and the associated services enabled and impacted by the budget considerations are included within this paper for consideration.

Newport City Council will need to consider and provide a response to the Gwent Regional Partnership Board via the Assistant Director of Partnership & Integration, on the outcome of the consideration as to whether the organisation accepts or rejects the liabilities associated and described herein.

Background and Context

Gwent Regional Partnership Board, via a range of statutory and third sector partners, have established a portfolio of activity aligned with the priority areas for integration, as defined within the Social Services and Wellbeing Act [Wales] 2014.

This portfolio was enabled by a range of funding streams provided to Regional Partnership Boards across Wales, those funding streams ceased on 31 March 2022. To reflect the planned end of funding streams, the 2021-22 financial year was defined as a transition period to support both the regional partnership and organisational financial planning.

Welsh Government have developed a new revenue funding model for Regional Partnership Boards (the Regional Integration Fund), addressing the recommendation of the 2018-19 Wales Audit Office review of the Integrated Care Fund to review all short-term funding streams to ensure minimised duplication and ensure the complementary purpose of any separate funding streams.

Continuous engagement with Welsh Government was undertaken during the development of the funding model to understand any associated risks. Flexibility has been afforded with the application of the new funding model in Year 1 whilst organisations understand the liabilities associated and can make appropriate arrangements to adhere to the funding model.

Regional Integration Fund – Funding Model

Welsh Government have made a 5 year commitment of revenue funding for Regional Partnership Boards. This revenue funding, now known as the Regional Integration Fund (RIF), brings together previous funding streams provided to RPBs into one source of strategic revenue funds, providing £26.8m for Gwent annually, from April 2022 to March 2027. The funding model comprises four key elements introducing a tapering approach during the course of the 5 year programme. The tapering approach is intended to promote sustainability, with the expectation that partners in receipt of funding provide the resource match to reflect the tapered element as outlined below.

1. Fully Funded National Priorities Fund (100% WG funded - £2.825m)

Ring fenced funding provided to Regional Partnership Boards at 100%, no tapering or resource match required for initiatives within this category. This includes Dementia ringfenced funding, and the Integrated Autism Service.

2. Acceleration Change Fund (90% funded via RIF, 10% tapering)

Funding to test and develop new models of care, for a maximum period of 2 years. Following robust evaluation these models can be considered to move into the embedding fund

3. National Delivery Model Embedding Fund (70% funded via RIF, 30% tapering)

Projects successfully tested can move into the embedding fund with a clear business case for sustainability. Embedding funding can be received for a maximum of 3 years. If appropriate, projects can move into the mainstreaming fund at the end of this period.

4. 50/50 Integrated Mainstreaming Fund (50% funded via RIF, 50% tapering)

After a project has concluded its three years funding under the Embedding Fund it should now be ready to be mainstreamed. Partners must agree and commit resources to ensure that the project or model of care will be sustained long term. This fund will take the shape of a recurrent pooled fund with partners contributing 50% and Welsh Government contributing the remaining 50%

The key message identified within the Welsh Government [RIF guidance](#) is the requirement for Regional Partnership Boards to utilise funding to deliver a programme of change over the next 5 years. There is emphasis on the learning from both the Integrated Care Fund and the Transformation Fund, and the desire to create sustainable system change through the integration of health and social care services. The Regional Integration Fund is described as a key lever to drive change and transformation within the health and social care system, with Regional Partnership Boards tasked to consider how they deploy their collective resources, including both partnership funding and wider core resources to meet their objectives.

The key features and values of the Regional Integration Fund are identified as:

- A strong focus on prevention and early intervention
- Developing and embedding national models of integrated care (also referred to as models of care within the guidance)
- Actively sharing learning across Wales through communities of practice
- Sustainable long term resourcing to embed and mainstream new models of care
- Creation of long term pooled fund arrangements
- Consistent investment in regional planning and partnership infrastructure

The models of care referenced within the guidance have been developed with the intention of ensuring citizens experience an effective and seamless service, with the intention of nationally embedded models of care as an output of the Regional Integration Fund. The models of care are identified as:

- Community based care – prevention and community coordination
- Community based care – complex care closer to home
- Promoting good emotional health and wellbeing
- Supporting families to stay together safely, and therapeutic support for care experienced children
- Home from hospital services
- Accommodation based solutions

Financial Implications

Funding is provided to [Organisation] as itemised in Table 1 below, itemising the list of services in receipt of funding and the associated financial liabilities for consideration. As the funding model is delivered over a five year programme, the implications are identified for the remainder of the programme for financial periods 2023-24 to 2026-27.

NCC CHILDREN SOCIAL CARE REGIONAL INTERGRATION FUND

Potential Liability Commitments

			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme	Project Name	Accelerate / Embed	Year 1 Indicative Allocation	Year 2 Actual Budget Required from NCC	Year 3 Actual Budget Required from NCC	Year 4 Actual Budget Required from NCC	Year 5 Actual Budget Required from NCC	Year 6 Actual Budget Required from NCC
Early Intervention & Support: Edge of Care	Enhanced Edge Of Care (Newp)	Embed	£276,088	£82,826	£82,826	£138,044	£138,044	£138,044
Early Intervention & Support: Edge of Care	Family Group Conferences (Newp)	Embed	£108,448	£32,534	£32,534	£54,224	£54,224	£54,224
Early Intervention & Support: Edge of Care	Mediation Support (Newp)	Embed	£79,172	£23,752	£23,752	£39,586	£39,586	£39,586
Early Intervention & Support: Edge of Care	Sgo Support (Newp)	Embed	£272,568	£81,770	£81,770	£136,284	£136,284	£136,284
Grand Totals			£736,276	£220,883	£220,883	£368,138	£368,138	£368,138

NCC ADULT SOCIAL CARE REGIONAL INTERGRATION FUND

Potential Liability Commitments

			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme	Project Name	Accelerate/ Embed	Year 1 Indicative Allocation	Year 2 Actual Budget Required from NCC	Year 3 Actual Budget Required from NCC	Year 4 Actual Budget Required from NCC	Year 5 Actual Budget Required from NCC	Year 6 Actual Budget Required from NCC
Dementia: Living with Dementia	Early Intervention Dementia Reablement Services	Ringfenced	£136,317	£0	£0	£0	£0	£0
Improving System Flow	Newport / Torfaen Inc Ot - Discharge Pathways From Rgh	Accelerate	£132,600	£13,260	£39,780	£39,780	£39,780	£66,300
Improving System Flow	In-Reach Phase 3	Accelerate	£50,000	£5,000	£15,000	£15,000	£15,000	£25,000
Place Based Graduated Care	Step Up-Down Beds	Accelerate	£595,466	£59,547	£178,640	£178,640	£178,640	£297,733
Transition	Transition - Development Of Integrated Working Across Adult And Childrens Services In Gwent	Accelerate	£108,344	£10,834	£32,503	£32,503	£32,503	£54,172
Support for Unpaid Carers	Carers Support - Newport	Embed	£109,608	£32,882	£32,882	£54,804	£54,804	£54,804
Connected Communities	Community Co-Ordinators - Newport	Embed	£135,013	£40,504	£40,504	£67,507	£67,507	£67,507
Assistive Technology	Implementation of Better Care Project	Embed	£46,031	£13,809	£13,809	£23,016	£23,016	£23,016
Grand Totals excluding Home First			£1,313,379	£175,837	£353,119	£411,249	£411,249	£588,531
Improving System Flow	Home First	Accelerate	£1,799,418	TBD	TBD	TBD	TBD	TBD
Grand Totals including Home First			£3,112,797	£175,837	£353,119	£411,249	£411,249	£588,531

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Notes:

-  Ringfenced - no budget contribution required from Lead Organisation
-  Accelerate - 10% budget contribution required from Lead Organisation for a maximum of 2 years, then 30% budget contribution as move into Embed Stage for a maximum of 3 years
-  Embed - 30% budget contribution required from Lead Organisation for a maximum of 3 years
-  Legacy Fund - 50% budget contribution required post Embed Stage
-  Regional Scheme - Liability to be determined

Although no organisational budgets have been released in Year 1 (2022/23) to contribute to the RIF, 2022/23 is still classed as Year 1, so for Example when we

- **have two years of an “Accelerate Scheme”, that will be for financial years 2022/23 and 2023/24**

Whilst no tapering implications have been realised within Year 1 of the programme (2022-23), the financial implications take into account 2022-23 as Year 1 of the programme and is therefore reflected in the liabilities established, e.g. Year 2 is the final year of ‘Acceleration funding’ for projects identified as such in this year’s programme.

Future consideration will be needed on the services that have been developed jointly within the partnership to consider how liabilities may be shared between statutory partners. A further paper will be in the New Year to aid consideration of the following regional initiatives:

REGIONAL INTERGRATION FUND - REGIONAL SCHEMES

Programme	Project Name	Accelerate / Embed	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
			Year 1 Indicative Allocation	Year 2 Actual Budget Required	Year 3 Actual Budget Required	Year 4 Actual Budget Required	Year 5 Actual Budget Required	Year 6 Actual Budget Required
Improving System Flow	Home First	Accelerate	£1,799,418	£179,942	£539,825	£539,825	£539,825	£899,709
Place Based Graduated Care	Shared Lives	Accelerate	£81,040	£8,104	£24,312	£24,312	£24,312	£40,520
Supporting Care Experienced Children	MYST Leadership Costs	Embed	£295,890	£88,767	£88,767	£147,945	£147,945	£147,945
LD Independence & Wellbeing	My Mates	Embed	£160,960	£48,288	£48,288	£80,480	£80,480	£80,480
Grand Totals			£2,337,308	£325,101	£701,192	£792,562	£792,562	£1,168,654

Notes:

 Ringfenced - no budget contribution required from Lead Organisation

 Accelerate - 10% budget contribution required from Lead Organisation for a maximum of 2 years, then 30% budget contribution as move into Embed Stage for a maximum of 3 years

Embed - 30% budget contribution required from Lead Organisation for a maximum of 3 years

Legacy Fund - 50% budget contribution required post Embed Stage

Although no organisational budgets have been released in Year 1 (2022/23) to contribute to the RIF, 2022/23 is still classed as Year 1, so for Example when we have two years of an “Accelerate Scheme”, that will be for financial years 2022/23 and 2023/24

Schedule 1: Organisational Services funded by Gwent RPB RIF

To provide context to the financial liabilities, this schedule provides an overview of the projects/services reliant on partnership funding. Data is included to identify the impact of the project should the activity need to cease.

Children’s Social Care		
Project	Overview	Implication of Cessation
Enhanced Edge Of Care (EOC) - £276,088	The programme consists of a series of projects listed here with a shared objective of “Supporting Children & Families known to Social Services to mitigate, where possible, Children entering care and to support Family reunification.” . All projects within this programme aim to reduce the number of children entering the care system, reduce the number of those becoming “Children Looked After”, and help families stay together where possible.	Between April 2021- March 2022, the project have supported at total of 1698 individuals to remain living within their family network, with 51 being able to return to live within their family networks, and 83 who have been diverted to the care system. If the project was to cease, this would inevitably increase the number of children becoming looked after, therefore increasing the number of ACES and life prospects for the child and YP. Further, this would also result in additional pressure on the Statutory system.
Family Group Conferences (FGC) - £108,448		Between April 2021- March 2022, the project received 114 referrals, of which 88 families have accessed family group meetings. Of the 88; 53 (60%) were referred due to child protection and safeguarding concerns. 34 (39%) due to the risk of becoming looked after, and 37 (42%) for rehabilitation and diverted from Looked After. Cessation of this project would increase the prospect of families progressing to case conference.
Mediation Support (MS) - £79,172		A total of 46 individuals have accessed this project between April 2021- March 2022. Of these 37 were supported to remain within their family home (80.5%). 6.5% were supported into independent living and another 6.5% were supported to return to their family unit. The project has managed to keep 67% of individuals from entering statutory services, thus relieving the impact and costs associated with a child becoming looked after. Closure of this service would result in more individuals entering statutory services and impact the opportunity to prevent escalation for issues such as parental conflict.

Special Guardianship Order Support (SGO) - £272,568		<p>Between April 2021- March 2022, a total of 59 individuals have accessed the project for training, peer, and psychological support.</p> <p>The project has managed to divert 1% of individuals from becoming 'Looked After'. If the project were to cease its delivery, the impact on statutory services would increase and more children & young people would become looked after entering the care of statutory services.</p>
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Adult Social Care		
Project	Overview	Implication of Cessation
Early Intervention Dementia Reablement Services - £136,317 Page 338	<p>The service focuses on supporting people living with dementia with bespoke support. The service supports people with a diagnosis or, or displaying symptoms of, dementia to remain active and connected with their community.</p>	<p>Between April 2021- March 2022, the project in Newport has supported 617 individuals through the programme. 208 of those individuals with memory problems or dementia continue to remain independent of services following completion of a reablement programme. In absence of these services, it is anticipated that service users would look to access support from Social Services. Further, this could lead to an increase in hospital admission, decrease in hospital discharges, increased GP attendance, a rise in referrals to Social Services and therefore an increase in requests for packages of Care across all 5 Local Authorities.</p>
Newport / Torfaen Inc Ot - Discharge Pathways From Rgh- £132,600	<p>The project operating across Newport and Torfaen the Newport/Torfaen Discharge Pathways from RGH was established to provide Social Worker In-Reach at the Royal Gwent Hospital site, in order to improve the effectiveness of the discharge pathway. The project aims to provide support for the need identified to change the current hospital discharge pathway within Newport and to manage referrals that have impacted on the time, capacity and efficiency of the team to respond to those referrals that did require Social Work intervention. This in turn aims to support the affected timeliness of Social Work intervention, contributed to increased length of hospital stay, and affected compliance with the Social Services and Well-being (Wales) Act 2014.</p>	<p>The current challenges within social care have continued to impact on service delivery between April 2021- March 2022. The ability to meet the demands have been severely impacted due to COVID/Staff shortages/vacancies etc. The focus has been on prioritising workload on a daily basis to manage risks and targeting resources to the highest priority.</p> <p>If the service was not available, the Organisation anticipates that the service users would access support from Social Services. It is anticipated there would be a system-level impact on Health and Social Care. Potential impacts include affecting patient flow through services, a decrease in hospital discharges, an increase in packages of care, and an impact on statutory duty compliance. It was noted on a previous risk assessment that this project is service critical to facilitate hospital discharge. This resource was established to support the In-reach approach in Royal Gwent Hospital and St Woolos Hospital, which means that the wards are supported to understand who will</p>

		<p>need Social Services intervention to leave the hospital and who does not so that resources can be focussed on those with the most complex needs.</p>
In-Reach Phase 3 - £50,000	<p>The overall objective of the project is to improve outcomes for individuals and families by reducing length of hospital stay and decreasing delays through focused, clear discharge planning. Through a key point of contact to co-ordinate discharge the aim is for pathways to be streamlined and communication improved between professionals, increasing professional capacity.</p>	<p>The current challenges within social care have continued to impact on service delivery between April 2021- March 2022. The ability to meet the demands have been severely impacted due to COVID/Staff shortages/vacancies etc. The focus has been on prioritising workload on a daily basis to manage risks and targeting resources to the highest priority.</p> <p>If the service was not available, it is anticipated that individuals would access support from Social Services. Further, there would be a system level impact on both Health and Social Care. Potential impacts include affecting patient flow through services, a decrease in hospital discharges, an increase in packages of care, and an increase in adult referrals to Social Services.</p>
Step Up-Down Beds - £595,466	<p>The project provides intermediate care to prevent unnecessary admission to hospital or long-term care and to facilitate timely discharge from hospital for older people with complex needs that require additional support to stay safely at home. The project provision exemplifies the ethos of intermediate care, ensuring that a multi-disciplinary team completes the appropriate assessments with staff from across Health and Social Care, working towards a fully integrated pathway of care for older people.</p>	<p>Between April 2021 – March 2022 100 individuals were referred to the newport service, with 74 supported by graduated care services. 67 individuals were admitted to the step up/down beds, with 63 discharged and 38 able to go back to their usual place of residence, and 8 discharged to long term care, 15 were able to be discharged with a package of care from the step up/down beds.</p> <p>Bed occupancy levels throughout the reporting period were at approximately 72%. the average length of stay for each person was 24.42 weeks, with a total of 3432 bed days. 2 admissions were avoided due to the interventions, with 50 discharges enabled and 15 people able to be independent after discharge.</p> <p>If the service was not available, it is anticipated that individuals would access support from Social Services. In addition, there would be a system level impact on Health and Social Care. Potential impacts include affecting patient flow through services, a decrease in hospital discharges, an increase in packages of care, an impact on Social Services statutory duty compliance and an increase in adult referrals to Social Services. It was noted this project is Service Critical, with the stepdown beds supporting 90% of people to return home following a hospital admission and achieving their individual outcomes.</p>

<p>Transition - Development Of Integrated Working Across Adult And Childrens Services In Gwent - £108,344</p>	<p>The programme is made up of four projects which are delivered in Blaenau Gwent, Caerphilly, Monmouthshire – through the third sector organisation (Building Bridges), and Newport. The transition from Children's Services to Adult Services can be a very challenging experience for adults with learning disabilities and their families/carers. Similarly, the transition to more independent living can be problematic for adults with learning disabilities. The provision of specialist knowledge helps to address these needs and will help ensure compliance to the Social Services and Well Being Act 2014. It is clearly identified that transition outcomes improve when there is a lead coordinator who facilitates the involvement of the right people at the right time.</p>	<p>The Newport transition project implemented 144 Care & Support Plan (CASP) and received and allocated 85 referrals to the team between April 2021 to March 2022. Staff attend school reviews and complete capacity and best interest assessments, whilst working across both child and adult services.</p> <p>If this service were to cease in its delivery, those referred and supported would not have an alternative organisation or pathway that they could be referred to. By ceasing this project, pressure on health board services would increase within Mental Health & Learning Disabilities, both child and adult services.</p>
<p>Carers Support – Newport - £109,608</p>	<p>The main objective of this project is to improve identification of unpaid carers, provide easy access to Carers Assessments, raise awareness of what support is available to carers within their community, assist with signposting, and refer on to other agencies where appropriate. The project also aims to ensure that children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to optimise their abilities.</p>	<p>Between April 2021- March 2022, the merged projects of the carers coordinator and carers support in Newport engaged with 3189 carers and supported 1707 carers with information, assistance and advice (IAA). The project provided 8 drop-in sessions, with 222 individuals attending activities/events. If the services were not available, it is anticipated there would be a system-level impact on Social Care. Potential impacts could include an increase in packages of care, and an increase in adult referrals to Social Care. It is worth noting that this project aligns with the Social Services and Wellbeing Act (2014).</p>
<p>Community Co-Ordinators – Newport - £135,013</p>	<p>The project is a low-level preventative service offering information, advice and assistance (IAA) to access community resources. In addition, the project focuses on improving well-being and helping people think about what matters to them, and the outcomes they want to achieve and then connect them with appropriate resources and support in the community. Ultimately, the aim is to reduce feelings of isolation and loneliness of older people by feeling better associated with activities and services within their community.</p>	<p>1480 individuals received information, advice, and assistance, 339 accessing the connected community services available. 5 community event and groups supported, with 244 individuals accessing these events. 200 individuals socially connected and 21 remaining independent. 55 were supported with income maximisation, 53 supported with other enquiries, 21 supported with housing and 5 supported with digital inclusion.</p> <p>1322 individuals were signposted to supporting services. 1875 outcomes were achieved for all individuals accessing the services; 65 maintained independences, 368 felt their wellbeing was improved and 358 individuals avoided social services intervention.</p> <p>The connected communities support those accessing services such as food banks, financial support, access to skills for training, including, digital</p>

		inclusion, carers networks, social events in the community. If the service were to cease pressures on Health Board & Social Care would increase, by providing timely IAA and early intervention support services the community connectors project supports the alleviation of pressure on statutory services.
Implementation of Better Care Project - £46,031	The Implementation of the Better Care Project commenced with winter funding during 2019-20, with the acquisition of specialist equipment. This equipment provided the opportunity to reduce the workforce requirements in supporting individuals with complex needs, where possible, reducing what is referred to as 'double handled calls' to 'single handed call'. To maximise regional opportunities, it was agreed to deliver this project in two phases. The first phase being the acquisition of equipment from winter funding, and more recently, the dedicated support to train staff in the use of the new equipment.	If the service ended, it is anticipated that service users would access support through Social Services, so therefore increasing referrals, and package of care requests. In addition, there would be an impact on patient flow through services resulting in an increase in hospital admissions and a decrease in hospital discharges.

Regional Schemes

Project	Overview	Implication of Cessation
Home First - £1,799,418	The service has been established for approximately 3 years, and commenced based on the learning of a pilot initiative within the Integrated Care Fund. The principle of this service is a trusted assessor model to enable turn around at the front door where appropriate. During the COVID-19 pandemic support was extended to the Grange University Hospital as well as the District General Hospitals. This initiative has been independently evaluated very positively, and consensus reached within the Gwent Adult Strategic Partnership on the need to sustain the service post March 2022.	<p>This project has become an essential front door service across all the acute hospital sites that ensures people who do not need admission are given the right advice, information and assistance to return home with a follow up reablement intervention as required. The regional project is critical for moving people in a safe and timely manner secondary care to community support. It is considered a top priority to change conversations with the public and prevent unnecessary admissions to hospital.</p> <p>If this project closed, there would be an impact across Social Care and Health. For Health, these impacts include an increase in hospital admissions, increase in GP attendances, decrease in hospital discharges and an impact on patient flow through the system. Potential impacts on Social Care include an increase in adult referrals and increase in packages of care.</p>

Shared Lives - £81,040	<p>The project model supports people whose level of need means it is harder for them to live on their own, by matching them with a carer to share their family and lives giving care and support in the community.</p> <p>People using the scheme may be older, have mental health problems, dementia or learning disabilities or other needs which require short and long-term support. The Shared Lives Health Initiative project provides them with the opportunity to live with their matched carer or visit them regularly for day support or respite for their families.</p>	<p>Between April 2021 and March 2022, the project received 59 referrals and made 29 arrangements. The project has provided 520 hours of day support, 650 hours nights of respite and 2456 nights of long term provided. There have been 3 Shared Lives carers recruited and approved during this period and achieved 400% individual outcomes and an increase of 400% for family carer wellbeing.</p> <p>The model only receives funding from the RIF to support with the continuation of the project. Removal of the funding would mean the project would have to cease. The project has two employees, these employees would then have to begin the necessary redundancy procedures. Currently, there are twenty-seven active Shared Lives Health Initiative arrangements. All arrangements would cease and individuals and their families would need to secure the support lost through other care arrangements, such as nursing or residential homes, and step up or step down facilities. All this has the potential to add further strain to the individuals, their families and the system in place to support them.</p>
MYST Leadership Costs - £195,890	<p>The service provides responsive, flexible outreach support to carers, including families and carers, to keep children and young people at home or in their placement. Providing support to children, young people and their care providers through a presenting crisis or event, making sure ongoing support post crisis is available. Providing a core daytime service and enhanced out of hours service, with a structured, high quality, fit for purpose educational provision supported by therapeutic and risk management models, delivered in a holistic, multi-disciplinary assessment/formulation – either community based or through residential provision, offering emergency/crisis residential placements when necessary.</p>	<p>Between April 2021 to March 2022 56 young people were referred to the service. There were 233 consultations held with 26 training sessions delivered, and 14 non-intensive cases open. 106 young people who are looked after, were supported to ‘step down’ from residential to family-based care.</p> <p>If the MyST service was to cease its delivery, the impact would be seen across health and social care sectors, increasing pressure on other service areas, increasing waiting times and possibly an increase in children becoming looked after, increasing financial implications on statutory services.</p>
My Mates - £160,960	<p>The project supports individuals with a learning disability across Gwent are able to access a variety of social events as a means of forming friendships and, if requested, can be supported to develop a relationship by finding a date and being offered advice and information. My Mates support individuals with learning disabilities to live independently with access to early</p>	<p>Between April 2021 and March 2022, 1132 people engaged with the project and in addition, received 190 virtual engagements. There were 7088 meetings with families/individuals held, and 3695 people attended events. The project also facilitated 50 training/workshops during this period.</p>

	intervention services in the community, and greater public awareness and understanding of people with learning disabilities needs.	If the funding of the project was to cease, the project has identified that it is not sufficiently embedded to consider an exit stage.
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Schedule 2: All other services/resource funded by RIF

To aid transparency and context of the total Regional Integration Fund, schedule 2 below provides an itemised list of all areas of investment under the Regional Partnership Board in addition to those already highlighted within this report.

Organisation	Project Name	Revised Budget Allocation
Blaenau Gwent CBC	Carers Support - Blaenau Gwent	£102,272
Caerphilly CBC	Carers Support - Caerphilly	£127,015
Carers Trust South East Wales	Expanded Carers Small Grants Scheme	£126,000
Carers Trust South East Wales	Hub & Spoke - Year 1 Costs (1/2 Of Year 2)	£376,000
Caerdydd Tafal	Carers Café	£104,386
Monmouthshire CC	Carers Support - Monmouth	£136,146
Torfaen CBC	Carers Support - Torfaen	£101,423
ABUHB - PCCS	Unpaid Carers - Hospital Discharge Engagement	£191,000
Blaenau Gwent CBC	Enhanced Edge Of Care (Bg)	£124,847
Blaenau Gwent CBC	Family Group Conferences (Bg)	£77,694
Blaenau Gwent CBC	Mediation Support (Bg)	£34,847
Blaenau Gwent CBC	Sgo Support (Bg)	£135,521
Caerphilly CBC	Enhanced Edge Of Care (Caer)	£324,551
Caerphilly CBC	Family Group Conferences (Caer)	£190,530
Caerphilly CBC	Mediation Support (Caer)	£100,000
Caerphilly CBC	Sgo Support (Caer)	£258,532

Monmouthshire CC	Enhanced Edge Of Care (Monm)	£169,140
Monmouthshire CC	Family Group Conferences (Monm)	£34,835
Monmouthshire CC	Mediation Support (Monm)	£34,835
Monmouthshire CC	Sgo Support (Monm)	£120,957
Torfaen CBC	Enhanced Edge Of Care (Torf)	£161,148
Torfaen CBC	Family Group Conferences (Torf)	£110,128
Torfaen CBC	Mediation Support (Torf)	£61,432
Torfaen CBC	Sgo Support (Torf)	£128,108
Action for children	Alternative Residential Provision - Skills For Living	£200,000
Regional	MYST Leadership Costs	£295,890
ABUHB - F&T	Integrated Assessment And Planning (ISCAN / IAP Pilot)	£269,589
ABUHB - F&T	Early Intervention 'Helping Hands'	£174,414
Action for children	Iceberg: Family Intervention Team	£529,359
Plattform	Plattform 4YP	£182,780
ABUHB - F&T	SPACE Wellbeing	£111,423
ABUHB - F&T	Expansion Of Gwent Integ. Attachment Service	£200,871
ABUHB - Public Health	Integrated Wellbeing Networks	£656,426
ABUHB - PCCS	Socially vulnerable cohorts (Newport)	£217,084
ABUHB - PCCS	Compassionate Communities - Newport Hub Capacity	£207,805
Blaenau Gwent CBC	GMS alignment & IAA Prevention Workstream	£142,471
Bridges Centre	Community Car Scheme & Befriending Service	£221,330
Caerphilly CBC	Community Connectors - Caerphilly	£353,146
Monmouthshire CC	Community Support - Monmouth	£343,944
Torfaen CBC	Community Co-Ordinators - Torfaen	£97,115

ABUHB - MH&LD	Sanctuary @ Front Door	£37,500
ABUHB - PCCS	Abuhb - Patient Flow	£258,004
ABUHB - PCCS	Discharge team & Regional Extension to WG grants	£303,282
ABUHB - USCH	Hospital Transportation	£109,200
ABUHB - PCCS	Blaenau Gwent D2RA Resource	£123,877
Caerphilly CBC	Caerphilly D2RA Resource	£155,950
Monmouthshire CC	Monmouthshire County Council - Hospital Discharge Co-Ordination	£202,814
Monmouthshire CC	Monmouthshire D2RA Resource	£219,344
ABUHB - PCCS	Newport D2RA Resource	£95,200
Regional	Home First	£1,799,418
ABUHB - PCCS	Torfaen D2RA Resource	£124,800
Care & Repair	Hospital to a Healthier Home	£173,361
British Red Cross	Resettlement Scheme	£177,446
British Red Cross	Expansion Of British Red Cross Torfaen Intermediate Care Support Service	£16,695
ABUHB - CHC	Fast Track / End of Life Dom Care	£66,205
ABUHB - F&T	Neuro-Community Service	£701,991
ABUHB - F&T	Speech & Language Therapy Community Capacity	£180,518
ABUHB - PCCS	Falls Response Unit	£391,348
ABUHB - PCCS	CRT Pharmacy Project	£290,000
ABUHB - PCCS	GP Alignment & HRAC delivery	£256,054
ABUHB - PCCS	Hospital Admission Avoidance Project (HAAP)	£68,000
Caerphilly CBC	Early Discharge - Caerphilly	£185,430
Regional	Shared Lives	£81,040
Monmouthshire CC	Raglan Project	£76,378

Monmouthshire CC	Community Night Support	£287,154
Torfaen CBC	North Torfaen Integrated Hub Pilot	£378,323
ABUHB - PCCS	Step Up-Down Beds - Caerphilly	£117,629
Caerphilly CBC	Step Up-Down Beds - Caerphilly (Joint Scheme With Health Board - £312,637)	£195,008
Blaenau Gwent CBC	(Previously Step Up/Down Beds & Cariad Intermediate Care Beds 0 Phase 2 [Additional 4 Units])	£347,536
Monmouthshire CC	Enhanced Intermediate Care (Previously Enhanced Intermediate Care & Strength Based Assessment)	£298,415
Torfaen CBC	Step Up-Down Beds	£199,067
ABUHB - Corp Nursing	Infection Prevention & Control - Care Home In-reach	£267,500
ABUHB - Corp Workforce	Wellbeing Workforce	£300,000
Central/PMO	OT Community Capacity (26 posts)	£1,111,578
Central/PMO	Unallocated	£3,057,555
Blaenau Gwent CBC	Transition - Development Of Integrated Working Across Adult And Childrens Services In Gwent	£70,500
Bridges Centre	Transition - Development Of Integrated Working Across Adult And Childrens Services In Gwent	£100,960
Caerphilly CBC	Transition - Development Of Integrated Working Across Adult And Childrens Services In Gwent	£87,100
ABUHB - MH&LD	Reducing Health Inequalities	£155,272
Growing Space	No More Barriers	£97,176
Regional	My Mates	£160,960
Monmouthshire CC	Upside Down Pilot Dom Care Monmouth For Ld Commissioning (Locality V Hourly)	£51,000
Volunteering Matters	Safe Project - Male Pilot	£31,925
ABUHB - Public Health	Foundation Tier	£150,250
ABUHB - PCCS	Additional support for primary care mental health team	£45,000
ABUHB - MH&LD	MAS: Consultant Capacity	£149,712
ABUHB - SCH	MAS: Audiology MDT approach	£99,962
ABUHB - MH&LD	Memory Rehabilitation	£261,330

ABUHB - MH&LD	MAS: Advance Nurse Practitioners	£315,324
ABUHB - MH&LD	Abuhb Caerphilly Dementia Pilot - Behavioural Support	£205,579
ABUHB - MH&LD	Behavioural Support Service: Improvement To Response Time	£117,271
Alzheimers Society	Dementia Support Services	£95,260
Alzheimers Society	Dementia Connect	£124,697
Blaenau Gwent CBC	Early Intervention Dementia Reablement Services	£136,317
Caerphilly CBC	Shared Lives Dementia	£92,750
Caerphilly CBC	Early Intervention Dementia Reablement Services	£136,317
Hospice of The Valley	Support For Those With Early On-Set Dementia	£16,834
Monmouthshire CC	Early Intervention Dementia Reablement Services	£136,317
Torfaen CBC	Early Intervention Dementia Reablement Services	£136,317
Central/PMO	Understanding Characteristics And Outcomes (Inder Singh)	£73,000
Blaenau Gwent CBC	Implementation of Better Care Project	£46,031
Caerphilly CBC	Implementation of Better Care Project	£46,031
Monmouthshire CC	Implementation of Better Care Project	£46,031
Torfaen CBC	Community Technology Coach - Pilot	£43,740
Torfaen CBC	Implementation of Better Care Project	£46,031
Blaenau Gwent CBC	Advocacy Access	£115,000
Sightloss Cymru	Preventing & Mitigating Sightloss	£35,400
ABUHB - MH&LD	Integrated Autism Service	£458,000
PMO	Portfolio Management Office	£537,177
GAVO	Small Grants Fund - Blaenau Gwent IPB	£40,000
GAVO	Small Grants Fund - Caerphilly IPB	£40,000
GAVO	Small Grants Fund - Monmouthshire IPB	£40,000

GAVO	Small Grants Fund - Newport IPB	£40,000
TVA	Small Grants Fund - Torfaen IPB	£40,000

 Regional Scheme - Shared Liability
 Liability to be discussed

Health & Social Care
Regional Integration Fund

Gwent Regional Partnership Board Strategic Outline Plan 2022-23

DRAFT



Bwrdd Partneriaeth
Rhanbarthol Gwent
Gwent Regional
Partnership Board

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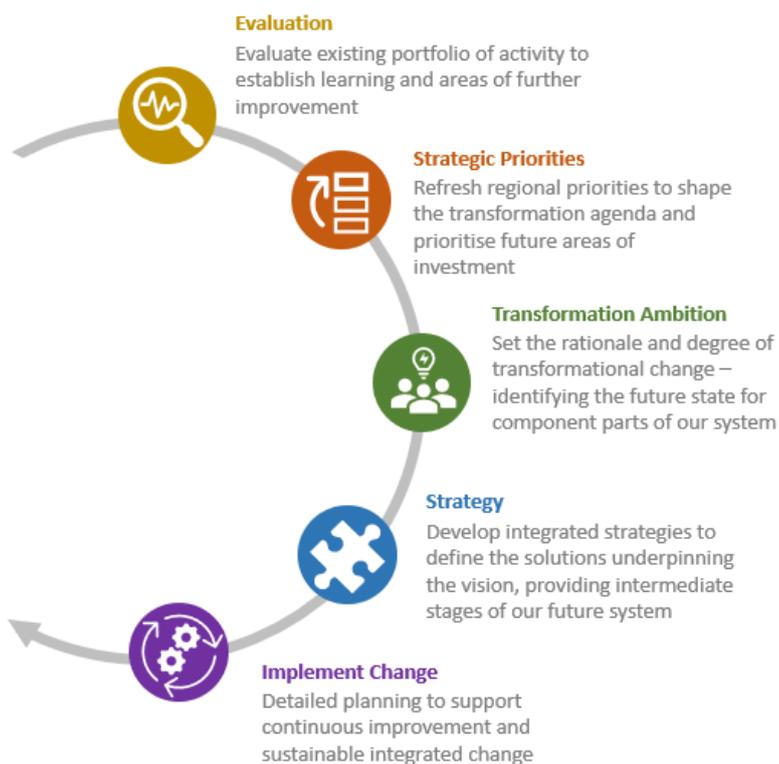
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Development Approach

The transition period afforded provided by Welsh Government during the 2021-22 financial year allowed for thorough consideration of an established portfolio of work delivered within our regional partnership. To demonstrate our intent and commitment to the consideration and strategic development of a new programme, regional strategic priorities were established by the Regional Partnership Board.



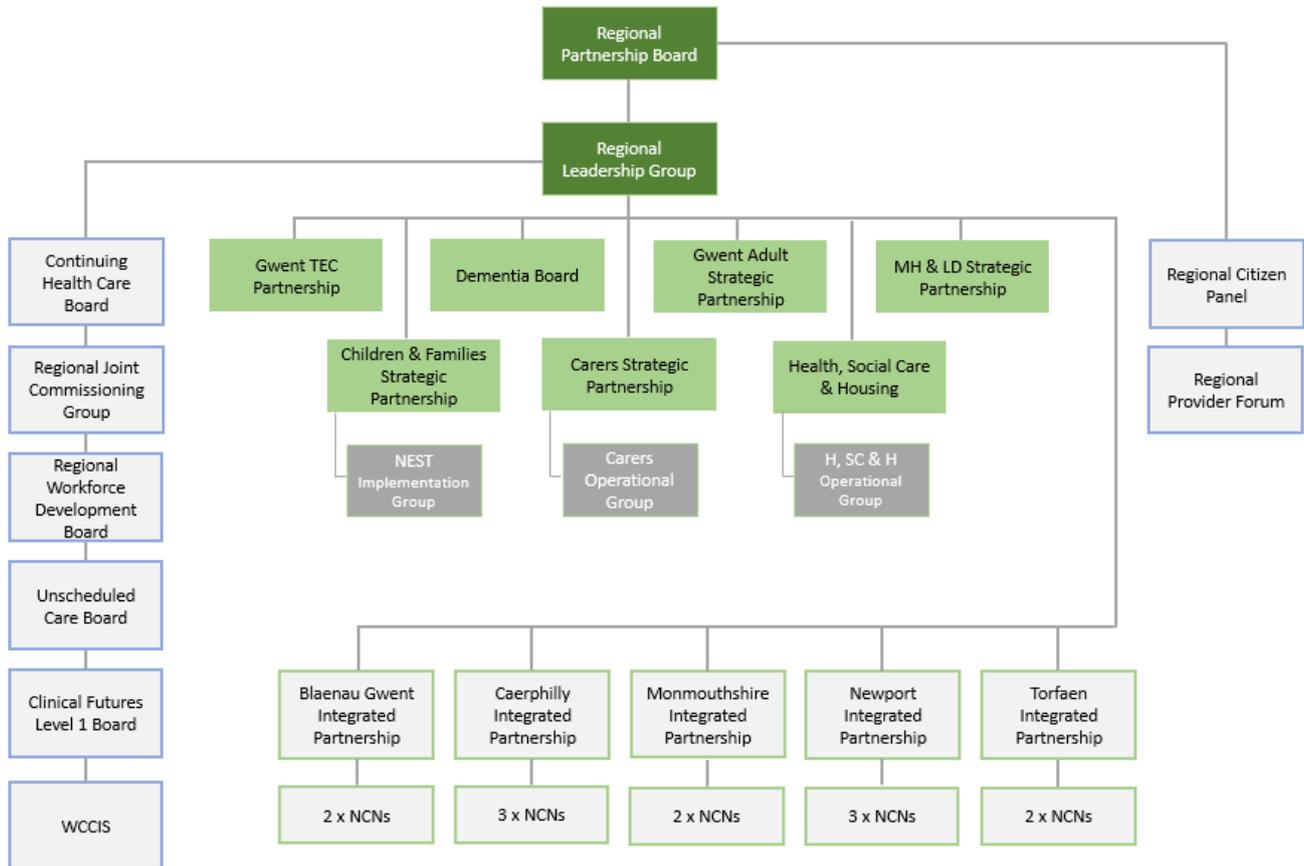
Recognising the level and range of services enabled by partnership funding, thorough assessments were undertaken to demonstrate the learning and potential risk within the system should services need to cease due to funding availability. The evaluation and assessment approaches focussed on supporting sustainability planning, to identify areas of good practice and learning able to be shared, to introduce or strengthen regional models of delivery. The outcomes and impact of the projects, along with weighted prioritisation scoring and workforce implications were all included during this process. This allowed for refreshed strategic priorities to be developed to enter into a new 5 year programme for Gwent Regional Partnership Board, as part of the overall development approach illustrated below.



A refreshed programme infrastructure supported by our strategic partnerships has established the transformation ambition described within this strategic plan. This detail will continue to be developed over the coming weeks and months to ensure we have a rigorous programme of transformation. More detailed aspirations will be established for models of care reflective of our regional programme developments. We will ensure clear benefits realisation plans and timeframes are developed to support the continued implementation of the new Regional Integration Funding model. The ongoing development activities will be reflected within a live version of this strategic plan and shared across the partnership, and with Welsh Government, at regular intervals.

Regional Infrastructure

As one of the largest Regional Partnership Boards in Wales, our partnership infrastructure is wide reaching to support collaboration across all priority areas for integration as established within the Social Services and Wellbeing Act (Wales) 2014, and the requirements of the Part 9 statutory guidance and Partnership Arrangements Regulations.



The supporting resource to enable this infrastructure and collaboration is provided via regional resource configured within two distinct areas; a Portfolio Management Office, and a Partnership Team.

Dedicated capacity for the implementation and management of partnership programmes, including governance and evaluation, is provided within our Partnership & Integration Portfolio Management Office. The PMO also has responsibility for partnership funding utilisation and financial governance as an enabler to the integration and transformation agenda.

The Regional Partnership Team provides dedicated capacity to the partnership infrastructure, and leads on the Part 9 requirements for the Regional Partnership Board to support the membership and governance of our Regional Partnership Board, and undertaking of our Population Needs Assessments and Market Stability Reports.

In the context of refreshed membership of the Regional Partnership Board, and the development of a new strategic transformation programme emerging, a scoping exercise is currently underway to determine the total regional resource requirements, and the change management capacity required within programmes to support our place-based approaches to transformation and integration within operational services.

This section will be updated to confirm the total utilisation of the £750,000 regional resource funding from the Regional Integration Fund, along with the resource match from the Regional Partnership Board in due course.

Regional Continuous Engagement Approach

Our aim is to be open and progressive in our continuous engagement efforts. Our partnership infrastructure supports continuous engagement across all sectors, and our engagement forums will be strengthened to respond to feedback. The Regional Partnership Board will provide a transparent and connected network of partners, services and social value organisations enabling the delivery of our strategic priorities and transformation programmes.

As outlined within the Social Services and Wellbeing Act (2014) coproduction will be an integral part to the development of our RPB 5 year plan. The Population Needs Assessment demonstrated a clear commitment to collaborative and co-productive working. In 2022/23, we will continue to build on the work undertaken to develop a Regional Communication and Engagement Strategy.

Coproduction will be a golden thread within our continuous engagement approach; we will continue to use a variety of methods tailored to a wide range of stakeholders, ranging from formal committees and boards, partnership and provider networks, to more direct public facing communications. Engagement with citizens and communities will be a continuous driver to empower them to give feedback to ensure services meet their needs and improve their individual outcomes.

Each regional strategic programme will have a communication and engagement strategy and accompanying plan, to illustrate how coproduction will be achieved within each area.

Population Needs Assessments

The findings of the population needs assessment have been included within each strategic programme development session and reflected within the strategic outline investment plans herein.

The thematic structure of our strategic partnerships aligns with the population cohorts identified within the population needs assessment, supporting Gwent RPB to deliver against the needs identified. The RIF Strategic Outline Plan describes our regional programmes that will address the needs identified, summarised below.

Children & Young People

- Improve outcomes for children and young people with complex needs through earlier intervention, community-based support, and placements closer to home
- Ensure good mental health and emotional well-being for children and young people through effective partnership working, especially mitigating long-term impact of Covid-19 pandemic.
- Strengthen a single front door approach to reduce hand offs and establish a sequenced approach to multiple intervention needs
- Implement principles of NEST/NYTH as a whole system approach
- Eliminate profit in residential care for children looked after

Older People

- Improve emotional wellbeing for older people by reducing loneliness and social isolation with earlier intervention and community resilience
- Improve outcomes for people living with dementia and their carers
- To support older people to live, or return following a period of hospitalisation, to their own homes and communities through early intervention, integrated care models and a whole system approach
- To mitigate the long term impact of Covid-19 pandemic through reducing waiting lists and times to access support, appointments and medical procedures

People with Disabilities

- Support disabled people, including sensory impairment, through an all-age approach to live independently in appropriate accommodation and access community-based services
- Ensure people are supported through access to accurate information, assistance and 'rehabilitation' where required
- Improve transition across all age groups and support services
- RPB to ensure all frontline workers receive up to date training and awareness raising
- Recruitment across health and social care needs to increase including specific roles such as rehabilitation officers for visual impairment

People with Learning Disabilities

- To support people with learning disabilities to live independently with access to early intervention services in the community
- Greater public awareness and understanding of the needs of people with learning disabilities
- Increase the number of bespoke and individual support packages for people with a learning disability which will involve more one to one support in the community
- Recruitment to a greater number of volunteers

Awareness of Mental Health

- Increase understanding and awareness of mental health amongst the public to reduce stigma and help people to seek support earlier
- Improve emotional wellbeing and mental health for adults and children through early intervention and community support

Unpaid Carers, including Young Carers

- Support unpaid carers through flexible respite, access to accurate information, peer to peer support, effective care planning and increased public understanding
- Improve wellbeing of young carers and young adult carers, and mitigate against the long-term impact of Covid-19 pandemic
- Increase awareness of the needs of unpaid carers and the ability for frontline staff to recognise those with caring responsibilities and signpost for information
- Increase support through third sector and community partners to increase befriending opportunities and community groups

Housing

- Ensure appropriate housing and accommodation for older people and vulnerable citizens via a multi-agency partnership approach
- Effective use of Disabled Facilities Grants and appropriate partnership support from available resources
- Collaborative response to homeless from public services and partners, especially the use of unregulated placements for young people, through prevention and early intervention

Investment Appraisal

The total allocation of the Regional Integration Fund for Gwent Regional Partnership Board is £26,858,840. Whilst the funding is provided at the outset of the financial year (to be allocated as determined by the Regional Partnership Board in line with RIF guidance), part of the financial allocation is ringfenced for specific use, or for specific priority groups where minimum investment levels are identified.

The ring-fenced elements of the Regional Integration Fund relate to the Dementia Action Plan (£1.611m), Memory Assessment Services (£0.565m), the Integrated Autism Service (£0.458m) and ring-fenced carers funding (£0.191m).

This section of the Strategic Outline Plan describes the utilisation of the funding, and adherence to the funding model within Year 1. The percentages shown within this information relate to the total allocation of funding (£26.8million).

Further detailed work will be undertaken to understand the benefits realisation of each regional programme and clear medium term financial plans to reflect the funding model identified within the RIF guidance.

Match Resources

Match resources are a key principle of the Regional Integration Fund (RIF) and are intended to assist with leveraging sustainable change across our health and social care system. Match resources can be made up of two key elements, monetary and wider resources; monetary match funding consists of direct financial contributions from core funds or other non-Welsh Government grant sources, the wider resource contribution consists of staff time, volunteer time, and use of premises and / or facilities.

The match resources brought alongside the RIF investment reflect the total scope of the regional programmes that will support the delivery of the national models of integrated care. Within each programme the resource matching is clearly identified. It is noted that a consistent position across all partnership organisations identifies no monetary match available in Year 1 (2022-23). Our development work will identify the budget tapering realisation across our plan, and the budgetary match contributions from partners, that will be included in a more detailed medium term RIF plan.

The requirement to provide resource match between 10% and 30% of the budget has been achieved. The calculation across the total portfolio identified an average 31% resource match. The summary overview below provides the resource match identification within each model of care.

	2022/23	2022/23	2022/23
Models Of Care	Provisional Budget	Resource Match	% Resource match
Community Based Care - Prevention & Community Coordination	£5,306,245	£886,429	17%
Community Based Care - Complex Care Closer To Home	£9,001,418	£2,917,406	32%
Promoting Good Emotional Health & Wellbeing	£1,677,683	£231,244	14%
Families Staying Together & Therapeutic Support For CEC	£3,299,271	£2,090,413	63%
Home From Hospital	£4,070,009	£1,127,273	28%
Accommodation Based Solutions	£0	£0	
TOTAL	£23,354,626	£7,252,764	31%

Social Value

The target of 20% investment in the third sector has not been reached at the outset of the programme with 11% of the RIF directly provided to third sector organisations. This is due to the previous requirement of the 20% only being applicable to the Integrated Care Fund (20% of £16million). With growth in funding level that the investment target

is now applicable to, and the majority of the funding already utilised to sustain existing activity, additional focus will be needed to work towards this target in the development of additional projects and services.

	2022/23	2022/23	2022/23
Models Of Care	Provisional Budget	Third Sector Budget	Third Sector %
Community Based Care - Prevention & Community Coordination	£5,306,245	£1,192,217	22.47%
Community Based Care - Complex Care Closer To Home	£9,001,418	£337,751	3.75%
Promoting Good Emotional Health & Wellbeing	£1,677,683	£757,139	45.13%
Families Staying Together & Therapeutic Support For CEC	£3,299,271	£200,000	6.06%
Home From Hospital	£4,070,009	£476,702	11.71%
Accommodation Based Solutions	£0	£0	
TOTAL (INCLUDING OTHER)	£23,891,803	£2,963,809	11.03%

Minimum Investment Levels

The 5% minimum investment level established for carers has been met with 5.22% investment already provided to this vulnerable population group.

	2022/23	2022/23	2022/23
Models Of Care	Provisional Budget	Carers Budget	Carers %
Community Based Care - Prevention & Community Coordination	£5,306,245	£1,402,798	26.44%
Community Based Care - Complex Care Closer To Home	£9,001,418	£0	0.00%
Promoting Good Emotional Health & Wellbeing	£1,677,683	£0	0.00%
Families Staying Together & Therapeutic Support For CEC	£3,299,271	£0	0.00%
Home From Hospital	£4,070,009	£0	0.00%
Accommodation Based Solutions	£0	£0	
TOTAL (INCLUDING OTHER)	£23,891,803	£1,402,798	5.22%

Likewise, the 14% minimum investment level for children with complex needs has been met, with 17.75% of funding allocated.

	2022/23	2022/23	2022/23
Models Of Care	Provisional Budget	CwCN Budget	CwCN %
Community Based Care - Prevention & Community Coordination	£5,306,245	£0	0.00%
Community Based Care - Complex Care Closer To Home	£9,001,418	£444,003	4.93%
Promoting Good Emotional Health & Wellbeing	£1,677,683	£1,024,433	61.06%
Families Staying Together & Therapeutic Support For CEC	£3,299,271	£3,299,271	100.00%
Home From Hospital	£4,070,009	£0	0.00%
Accommodation Based Solutions	£0	£0	
TOTAL (INCLUDING OTHER)	£23,891,803	£4,767,707	17.75%

Proportionate Investment: Accelerate v Embedding

RIF guidance identified a 30:70 split between accelerate and embedding funding respectively. The analysis of our regional fund utilisation identifies a 46% accelerate allocation, and a 30% embedding allocation. Notably, the total utilisation is therefore reflecting 76% of funding, this is due to both unallocated funding, along with ringfenced and third sector allocations not applicable for tapering.

Model Alignment	Allocation	Regional Position	Model Requirement
Accelerate	£12,325,131	46%	30%
Embed	£8,138,191	30%	70%

Consideration will be needed for a national mechanism that can reflect/deduct funding applicable for tapering within regional and national allocations to support ongoing reporting of adherence to the funding model.

Funding Utilisation by Strategic Programme

This strategic outline plan describes all regional programmes currently in receipt of Regional Integration Funding, their respective allocations shown below as provisional budgets pending formal approval of the plan by the Regional Partnership Board.

The table below also identified the resource matching and funding model alignment within each programme. We would wholly expect that if the transformation is undertaken effectively, our programmes would consist

Programme Reference	Programme Name	2022/23	2022/23	2022/23	Funding Model
		Provisional Budget	Resource Match	% Resource match	Alignment
SP01-UC	Support for Unpaid Carers	£1,402,798	£252,641	18%	Embed
SP02-EIS	Early Intervention & Support: Edge of Care	£2,803,381	£2,090,413	75%	Embed
SP03-CEC	Supporting Care Experienced Children	£495,890	£0	0%	Embed
SP04-CwDN	Supporting Children development needs/ND	£444,003	£0	0%	Embed
SP05-EHW	Good emotional health & wellbeing	£823,562	£231,244	28%	Accelerate
SP06/ACC	Safe Accommodation	£0	£0		N/A
SP07-ChWD	Workforce development/professional support	£200,871	£0	0%	Accelerate
SP08/DAP/R&I	Dementia: Recognition & Identification	£0	£0		N/A
SP09-DAP-A&D	Dementia: Assessment & Diagnosis	£826,328	£0	0%	N/A
SP10-DAP-LwD	Dementia: Living with Dementia	£1,406,976	£149,018	11%	N/A
SP11-COMM	Connected Communities	£2,345,386	£624,866	27%	Embed
SP12-PBGC	Place Based Graduated Care	£6,394,640	£2,479,857	39%	Accelerate
SP13-FLOW	Improving System Flow	£4,070,009	£1,127,273	28%	Accelerate
SP14-LD	LD Independence & Wellbeing	£496,333	£8,922	2%	Embed
SP15-FTIER	Enhanced Foundation Tier	£195,250	£0	0%	Accelerate
SP16-TRAN	Transition	£366,904	£142,567	39%	Accelerate
SP17-AT	Assistive Technology	£273,895	£145,964	53%	Accelerate
SP18/DATA	Integrated Data	£0	£0		N/A

Unallocated Funding

Of the funding allocation, we currently have a commitment of £23,891,803, therefore circa £3million unallocated. To ensure funding is targeted at the areas of greatest impact, simultaneous developments are underway to support plan development:

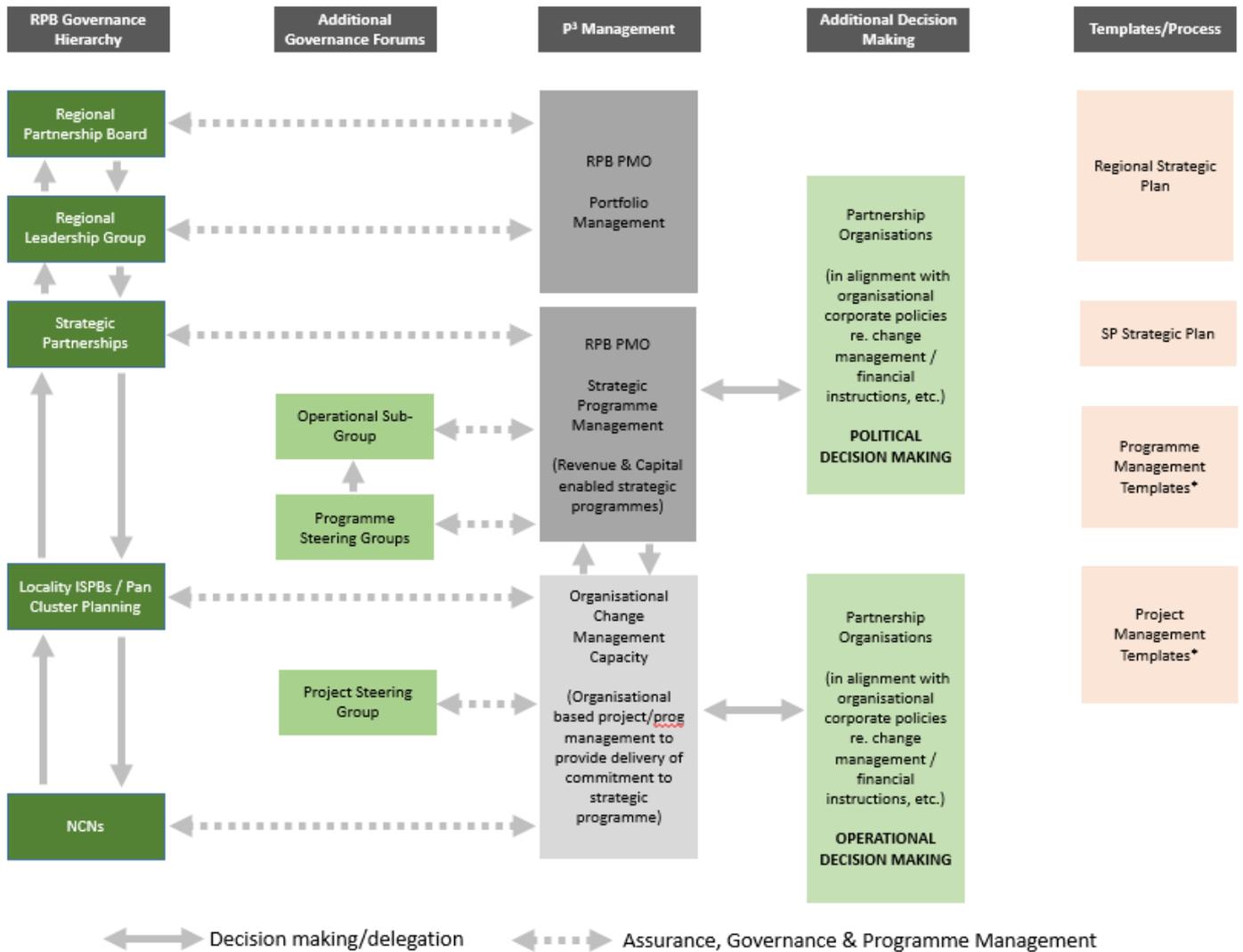
- Firstly, a review of our regional integrated winter plan 2021-22 to identify areas of success, and areas of learning for inclusion within early winter planning activities for 2022-23. Regional Integration Funding, both unallocated, and in-year slippage, will be identified to support a regional winter plan should specific winter funds not be identified.
- Secondly, to support ongoing assessment and consideration of areas of greatest impact, a regional prioritisation framework is being developed to ensure a robust and consistent approach across our partnership in the consideration of business cases.

Gwent RPB will ensure full utilisation of the regional allocation of the Regional Integration Fund.

Governance

Governance of the Regional Integration Fund will be a key aspect of the development activities in early 2022-23. The illustration provided below highlights the governance considerations currently underway to develop governance mechanisms under the Regional Partnership Board applicable to all partner organisations.

These considerations will ensure transparency, oversight and accountability is placed correctly across the system, reflected within regional documentation as a clear audit trail of decision making, programme delivery and impact.



Whilst wider governance developments are undertaken, a Memorandum of Understanding specifically for the Regional Integration Fund will be established. Due to significant changes in membership, Gwent Regional Partnership Board will reconvene in July 2022, and it is proposed the memorandum of understanding will be discussed at the Regional Partnership Board meeting of September 2022.

Model of Care Investment Proposal

COMMUNITY BASED CARE – PREVENTION & COMMUNITY CO-ORDINATION

Strategic Vision

A Healthier Wales aptly describes the aspirations for community based prevention and co-ordination, introducing a 'wellness' system, which aims to support and anticipate health needs, to prevent illness, and to reduce the impact of poor health. Our regional programmes will support the prevention and early intervention approaches needed to enable and encourage good health and wellbeing throughout life. Encouraging and supporting people to manage their own health and wellbeing, be resilient and independent for longer, will mean individuals can remain in their own homes and localities.

To do so, our programmes will empower people with the information and support they need to understand and to manage their health and wellbeing, to make decisions about care and treatment based on 'what matters' to them, and to contribute to improving our whole system approach to health and care. Information, advice and assistance will be provided to our citizens and vulnerable population groups appropriate to age and level of understanding.

Dementia Action Plan (DAP) Summary

Across all local authority areas in the Gwent region, an increase in the number of people living with dementia is predicted. The increases range from 62.1% in Blaenau Gwent to 97.1% in Monmouthshire over the period 2013 to 2035. The RPB are working to support more timely diagnosis and are developing a consistent clearly understood diagnostic, care and support pathway which incorporates standards of care and outcome measures. Living with dementia can have a big emotional, social, and psychological impact on a person, their families, and carers. This can affect the relationships a person has with their environment and the support that they receive. It is important to people living with dementia that people develop awareness and an understanding of the condition so they can be supported to maintain quality of life. As an RPB we provide development and learning opportunities jointly with our key partners to the workforce and communities to raise awareness, understanding and highlight risk factors and preventative measures. We also work with partners and continue to develop and build on the strengths of our Dementia Friendly Communities, working in collaboration of Age Friendly Community groups.

Case for Change

Loneliness is an issue across all local authority areas and highlighted in the previous population needs assessment, this will have been exacerbated recently through the Covid-19 pandemic where a number of vulnerable people will have been shielding. The data varies across the region, but is generally high and between 15%-20% (1 in 5 people) which is a considerable number of people susceptible to poor emotional and mental health and deterioration in physical help. Loneliness may be perceived as an older person's issue – recognised by Older People's Commissioner for Wales – but given that the percentage is approximately 20% it is likely that younger people will be affected too, especially given virtual working arrangements. Solutions are generally low cost/no cost and it is important for the RPB to promote networks, access to information and local groups.

Older people need good, timely and accurate information to be able to understand what support is available to them, and this can be important to maintaining independence.

Information is now often provided digitally and so access to online information for people is dependent on skills and resources. Greater consideration will be given to supporting people to develop the necessary skills and confidence to access information online.

Remaining at home is at the heart of many peoples view of being independent. People have told us they would like help and support to move around and maintain their own home, go out as they please and not have to

depend too much on others. We also know that many older people with long term health conditions are caring for a family member, friend or neighbour and need to be supported to continue to do so. These unpaid carers contribute significantly to the Gwent economy and potential health and social care costs.

People living with disabilities have been disproportionately impacted by the Covid 19 pandemic. They have had potentially higher risk of catching the virus due to underlying health conditions and have had difficulty in engaging in preventative measures and have experienced disruptions to health services they usually rely on. People with sensory loss have found it extremely challenging as their communication needs have not been met leaving them increasingly isolated. Although health and social care have worked hard across Gwent to reach out and support people during this time, we need more specific actions going forward, to recognise the impact there has been for people with health, physical and sensory disabilities.

Key Enablers

Integrated Planning and Commissioning	
Ensuring community support services, delivered by all agencies, are co-ordinated and aligned within an integrated system. Supporting a no wrong door approach in providing information, advice and assistance	✓
Technology enabled care	
Assistive Technology is an enabler to independence; working closely with the assistive technology programme we will continue to test and develop new methods of supporting independence and wellbeing in a persons own home.	✓
Promoting the social value sector	
The third sector are well placed within the early intervention and prevention part of our system and will a key partner in the holistic approach to this model of care. Our provider network and third sector forum will support the system connectivity needed, aligning the significant range of third sector services not commissioned by health or social care.	✓
Integrated Community Hubs	
Alignment of existing community hubs and spokes will be central to the development of this model of care, identifying gaps or opportunities in provision where the Integration and Capital Rebalancing Fund can support enhanced/strengthened community provision.	✓
Workforce development and integration	
Work with our workforce across all sector to support a no wrong door approach, ensuring individuals are connected to their communities and receive information, advice and assistance appropriate to their needs. A strengths based approach is fundamental to supporting individuals to manage their own health and wellbeing needs.	✓

Priority Population Groups

	Primary Beneficiary	Secondary Beneficiary	DAP
Older people including people with dementia			
Older People with Complex Needs, including those living with Dementia, will be supported to connect with their communities, and receive information, advice and assistance appropriate to their needs. Improving and/or maintaining independence and wellbeing	✓		✓
Children and young people with complex needs			

People with learning disabilities and neurodevelopment conditions, including autism			
People with learning disabilities will be supported to connect with their communities, and receive information, advice and assistance appropriate to their needs. Peer support and networking opportunities will be providing to promote improved and/or maintained independence and wellbeing.	✓		
Unpaid carers			
Unpaid Carers will be supported to connect with their communities, and receive information, advice and assistance appropriate to their needs. Improving and/or maintaining independence and wellbeing	✓		
People with emotional and mental health wellbeing needs			
People with emotional and mental health wellbeing needs, will be supported to connect with their communities, and receive information, advice and assistance appropriate to their needs. Improving and/or maintaining independence and wellbeing		✓	
Other beneficiaries			
N/A			

Total programme cost and match funding					
Total cost of programme	Welsh Government contribution	Partner monetary match	Partner resource match	% support for unpaid carers	% for social value sector delivery
£6,192,674	£5,306,245	£0	£886,429	26.44%	22.47%

Programme management resource to be confirmed.

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP01: Support for Unpaid Carers

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓		✓			

Programme Summary

The Unpaid Carers Programme consists of two workstreams – Carers Support and Co-ordination and the Regional Hub and Spoke Model. The work of these programmes aligns with the four key priorities for unpaid cares outlined in the Welsh Government Strategy for Unpaid Carers 2021.

Unpaid carers will be actively encouraged to recognise themselves as unpaid carers, in order to feel valued and supported in their caring role, and will be empowering along with those they care for to live healthy and fulfilled lives, achieving personal wellbeing goals and living a life alongside caring.

For all unpaid carers living and supporting others in the Gwent Region to be recognised and valued for their caring role; empowering them to live well and fulfil their own well-being outcomes

To embed and develop the support in the Gwent Region for unpaid carers, to improve the identification of carers and ensure they feel valued and supported both in their caring role and in their own well-being outcomes.

A seamless, connected system of support across Social Care, Third Sector and Health will be developed for unpaid carers, at a regional and local level. This system will support unpaid carers in their caring role, and empower unpaid carers to live a life alongside caring and meet their personal well being goals.

Intended Outcomes

Person Centred Outcomes

- Unpaid carers will be actively encouraged to recognise themselves as unpaid carers, in order to feel valued and supported in their caring role
- Empowering unpaid carers and those they care for to live healthy and fulfilled lives, achieving personal wellbeing goals and living a life alongside caring
- Through connected services preventing duplication for unpaid carers, who may be time limited to access support, for example reducing the need for multiple assessments

System Outcomes/Benefits

- Through early identification and support the risk of carer crisis/breakdown will be reduced and associated demand on statutory services

- Preventing duplication maximising time for services to support unpaid carers

Baseline Position

An unpaid carer is someone who provides unpaid care to an adult or a disabled child. This can range from one hour a week to full time care. Under the Social Services and Well-being (Wales) Act 2014 unpaid carers have an equal right to an assessment and support as those that they care for. Local Authorities have a duty to consider the support needs of an unpaid carer who is looking after someone who usually lives within its area (including a disabled child) and provide unpaid carers with information and advice relating to their caring role and support needs (in Welsh if the unpaid carer wishes). Unpaid carers also have a right to a Carers Assessment to be undertaken by the Local Authorities. The Strategy for Unpaid Carers in Wales (2021) outlines four key priority areas which the Unpaid Carers programmes will align to.

There are currently a range of initiatives in place to support unpaid carers in the Gwent region – dedicated carers support services (including Young Carers and Young Adult Carers), carers co-ordination (sitting withing Community Connector teams) and the hub and spoke model (a single point of access for carers, co-producing services for carers alongside existing provision including all partners in Local Authority, Health and the Third Sector).

During the year 2021-2022 16017 carers have been engaged with, either virtually or face to face. Dedicated support and activities for Unpaid Carers has been provided with 430 Drop-in sessions for unpaid carers to attend when convenient for them, 403 dedicated unpaid carers events and activities and 698 unpaid carers have attended support groups. 11087 Unpaid Carers have received Information Advice and Assistance. 370 Unpaid carers have been provided with crisis support and 528 carers assessments have been undertaken. In order to identify Unpaid Carers it is important that any agencies they may contact are able to signpost to appropriate support. 464 partner organisations have been engaged with by services within this programme.

Carer's reported that events, activities and drop in sessions have made a positive difference to their lives, and well-being scores and have made a positive difference to the cared for or carers family. Outcomes have been collected on the difference made to Unpaid Carers by the programme April 2021-March 2022. From information provided Unpaid Carers have reported increased confidence (1703 Unpaid Carers), Increased Independence (1660 Unpaid Carers), and reduced feelings of isolation (2086 Unpaid Carers). For Unpaid Carers who have attended events/activities or drop ins 4618 Unpaid Carers have reported that these made a positive difference to their lives/wellbeing scores, and 4079 reported that they made a positive difference to those cared for or their families.

Dedicated support has been provided to Young Carers and Young Adult Carers. During the year 2021-2022 53 schools have engaged in the Young Carers in Schools Programme, and 339 Young Carers have been identified and supported in schools.

The unpaid carers programmes will build on these services, enhancing support for unpaid carers to recognise themselves as unpaid carers, to increase the identification of unpaid carers by Social Care, Health and the Third Sector and to ensure equitable support and person-centred outcomes across the region.

Key Enablers

Workforce Development & Integration

Defining an integrated system, including workforce required to support a seamless service for unpaid carers that embodies the principle of No Wrong Door and provides equitable person-centred outcomes for unpaid carers throughout the region.

Widen the reach of the Carer Friendly training to support unpaid carers in the workplace.

	Undertake and embed a development plan for dedicated psychological support for unpaid carers across the region.
Integrated Planning & Commissioning	Ensuring all carers support and co-ordination services, including SLA's between areas, are part of a whole system approach that provides equity of support and outcomes across the region.
Technology & Digital Solutions	Linking with the Assistive Technology programme exploring how Assistive Technology can maximise independence for those cared for, and support unpaid carers in their caring role. Implementing a communications and engagement strategy embedding the use of digital solutions to support connectivity and access for unpaid carers.
Capital Infrastructure	The Carers programme links with the Connected Communities Programme, and the use of Integrated Wellbeing Centres as potential spokes in the Hub and spoke model.
Social Value Sector	The Third Sector will be key partners in developing and supporting the Unpaid Carers Programmes to achieve optimal person-centred outcomes, enabling unpaid carers to access support close to home in the community

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		✓
People with Dementia		✓
Unpaid Carers, inc. Young Carers	✓	
Children with Complex Needs		✓
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach
<p>Priority 1: Identifying and Valuing Unpaid Carers</p> <p>Aligned to Priority 1 the Carers Support and Co-ordination Services and Regional Hub and Spoke model currently will be embedded and strengthened. These services aim to increase the number of carers identified and supported. Further work will be undertaken to develop training to support identification of carers, particularly working with professionals to increase awareness. There are currently a suite of resources available such as Carer Friendly training and Young Carers in Schools Accreditation, through mapping and expanding it will be ensured that the reach of this training is maximised throughout the region.</p> <p>A focus on supporting unpaid carers around hospital discharge will be developed, sharing current good practice to both ensure identification of unpaid carers during discharge planning, including individuals new to caring, and to support unpaid carers through the discharge process.</p> <p>An engagement programme will be developed to build on the current networks utilised to raise awareness and celebrate unpaid carers, as well as direct engagement with unpaid carers. Part of this strategy will be to include</p>

targeted/themed engagement for different cohorts of unpaid carers, for example young carers, young adult carers, older age carers, working age carers, carers of people with dementia. Through this it is hoped to support carers from all areas of life to identify as an unpaid carer as early as possible in their carer journey, as well as ensuring information is accessible and relevant/informative. Engagement and support will be accessible and bilingual (English and Welsh).

Priority 2: Information, Advice and Assistance

Aligned to priority 2 the carers co-ordinators services which sit alongside the Community Connectors in Local Authorities, will be embedded in order to ensure unpaid carers have access to the right information and advice at the right time and in an appropriate format.

As part of the engagement strategy in priority 1, awareness will be raised of ways to access Information, Advice and Assistance. It is also acknowledged that there are some unpaid carers who are not digitally connected (the digital divide) and so work will be undertaken to engage with these groups of unpaid carers via different formats.

The provision of Information, Advice and Assistance will be supported by the Regional Hub and Spoke model. A mapping of current spokes will be undertaken, allowing gaps to be identified and the establishment of new spokes where needed. This will be interlinked with the Connected Communities programme of work, with a potential for Integrated Wellbeing Centres to be aligned with the model.

P3: Supporting life alongside caring

Unpaid carers will be supported to take breaks from their caring role to enable them to maintain their own health and well-being and have a life alongside caring. This priority underpins the Carers Support services and Regional Hub and Spoke model.

Through the Unpaid Carers Programmes the offer of respite across the region will be refined and redesigned. Research will be undertaken to identify and define respite opportunities (ranging from hourly activities to residential care, with or without the person cared for). The approach to respite will be person focused, based on What Matters to You conversations, considering provision of bespoke respite services e.g. short breaks, or support in own home. In order to support a person-centred approach co-production will be essential to ensure the respite offer is fit for purpose. Consideration will be given on how to support unpaid carers to choose what to do with their personal protected time, alongside offers of specific opportunities.

To support a life alongside caring Priority 3 outlines that access to psychological support for unpaid carers must be extended. As part of the Unpaid Carers programmes scoping and implementing dedicated psychological support will be established, for example through recruiting counsellors, or establishing dedicated support from psychological wellbeing practitioners in GP surgeries.

P4: Supporting unpaid carers in education and the workplace

The Unpaid Carers programmes will further develop work to support unpaid carers to work and learn.

It is acknowledged that Young Carers and Young Adult Carers may face specific challenges and difficulties to live their own life and undertake a caring role and through the carers support programme development of specific Young Carers and Young Adult Carers support will be undertaken.

The current Young Carers in School Accreditation Programme which supports the identification of Young Carers in Primary and Secondary schools will be mapped and expanded to ensure equitable cover throughout the region.

To support unpaid carers in the workplace the Carer Friendly training will be expanded, enabling unpaid carers to be identified and organisations empowered to support unpaid carers to continue to work.

Engagement will also be undertaken with unpaid carers who are NEET (not in education, employment or training) to ensure that all unpaid carers in the region have the opportunity to be valued and supported to access work or training. This links to the Children and Families NEST framework for young adult carers and the Young Person's Guarantee (to provide everyone under 25 an offer of a place in education or training, or support to get into work or self-employment).

Alongside supporting unpaid carers with training or entering the workplace/maintaining work financial resilience will be promoted. Promotion of welfare benefits and financial support will be undertaken through unpaid carers support services and engagement, and consideration of how to link with other services such as the Citizen's Advice Bureau will be undertaken.

Interdependencies

The work of the Workforce Development Board and Assistive Technology Programme will be key enablers in supporting the Unpaid Carers Programmes.

The Unpaid Carers Programmes will interlink with the Improving System Flow and Place Based Graduated Care Programmes to identify and support unpaid carers during discharge planning. The Unpaid Carers Programme will also link with the Community Connectors Programme to support the potential of unpaid carers spokes via the Integrated Wellbeing Hubs.

Through support for young carers and young adult carers the unpaid carers programme will interlink with the NEST implementation group and the Young Person's Guarantee (to provide everyone under 25 an offer of a place in education or training, or support to get into work or self-employment).

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£1,655,439	£1,402,798	£0	£252,641	100%	43.23%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	
N/A	
Element 1 – Acceleration funding year 2	
N/A	
Element 2 – Embedding funding year 1	
The regional programme supporting unpaid carers was established under the Integrated Care Fund. The Covid-19 pandemic has increased the need for unpaid carer support. We have a regional model of support that will continue to be embedded to continue to deliver the positive outcomes achieved, and the support needs identified for unpaid carers.	✓
Element 2 – Embedding funding year 2	
N/A	
Element 2 – Embedding funding year 3	
N/A	
Element 3 – Legacy fund	
N/A	

Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	
N/A	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP09: DAP Assessment & Diagnosis

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓		✓			✓

Programme Summary

Early recognition and diagnosis of Dementia is essential to ensuring people access holistic support and treatment early in their Dementia journey, enabling people with Dementia to live well for longer. Early access to practical and emotional support can have a significant impact on how patients manage their condition and continue to live independently, including co-morbidities such as Hearing Loss.

The Assessment and Diagnosis programme, has a specific focus on strengthening Memory Assessment Services by providing additional consultant capacity, advanced nurse practitioners, and to introduce audiology and memory Rehabilitation as part of the MDT approach. It will also focus on reviewing and standardising the role of dementia support workers to minimise handoffs and ensure people with dementia and those that care for them understand how to access diagnosis and support.

It supports the ethos of developing ‘teams around the individual’ to provide additional support for people with dementia and their families/carers, and a focus on the roll out of the ‘Good work – Dementia Learning and Development Framework’ to enable people who work with those living with dementia to have the skills to recognise symptoms earlier and help them feel confident and competent in caring for and supporting those living with dementia.

Intended Outcomes

Person Centred Outcomes

- Individuals will understand the steps they can take to reduce their risk, or delay the onset, of dementia.
- The wider population understands the challenges faced by people living with dementia and are aware of the actions they can take to support them.
- People are aware of the early signs of dementia; the importance of a timely diagnosis; and know where to go to get help.
- More people are diagnosed earlier, enabling them to plan for the future and access early support and care if needed.
- Those diagnosed with dementia and their carers and families are able to receive person-centred care and support which is flexible.
- Research is supported to help us better understand the causes and management of dementia and enables people living with dementia, including families and carers, to be co-researchers.

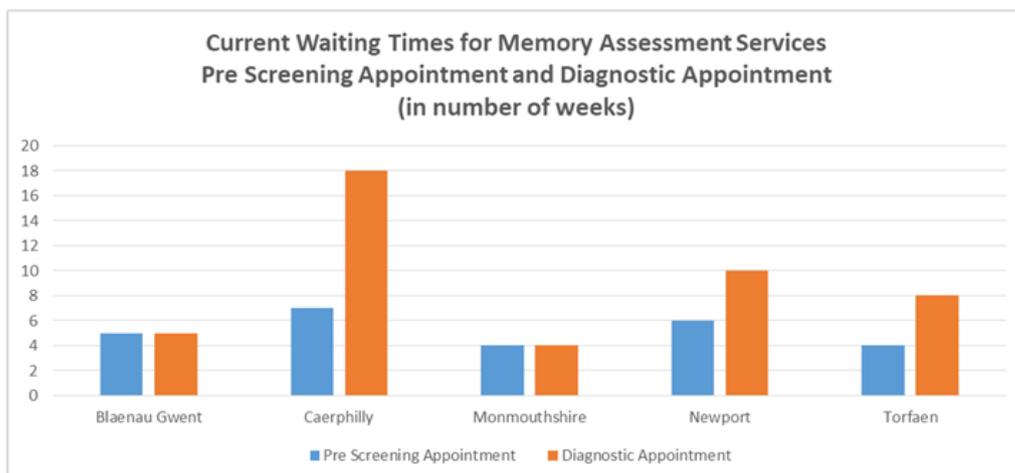
	<ul style="list-style-type: none"> • Staff have the skills to help them identify people with dementia and to feel confident and competent in supporting individual's needs post diagnosis (DAP)
<p>System Outcomes/Benefits</p>	<ul style="list-style-type: none"> • Developing 'teams around the individual' to provide additional support for people with dementia and their families/carers. • Reviewing and standardising the role of dementia support workers – increasing their numbers as required. • Increasing the rate and timeliness of dementia diagnosis. • Strengthening collaborative working between social care and housing to enable people to stay in their homes longer. • The roll out of the 'Good work – Dementia Learning and Development Framework' to enable people who work with those living with dementia to have the skills to recognise symptoms earlier and help them feel confident and competent in caring for and supporting those living with dementia. • Introducing the principles of 'John's Campaign' across the system

Baseline Position

Generally there has been an increase in referrals to Memory Assessment Services since the initial first wave of Covid. Although this is still not up to the levels of referrals we were receiving pre Covid, it is evident that the referrals coming through to services are often not at the early stage of memory issues as we have seen in the past, and progression and deterioration is further advanced, hence needing additional input from MAS Services.

In line with Dementia Standard 6 of the All Wales Dementia Care Pathway of Standards people should receive a range of interventions to support diagnosis within 12 weeks of referral. It is important to note that this is the maximum acceptable waiting time, but the service strives to see, diagnose, and provide intervention as soon as possible after referral.

There is a MAS in each of the five localities in the Gwent region. Waiting times vary across the region, impacted by factors such as medical availability, geographical variation, social demographics and population numbers. Waiting times for MAS services for each locality as at July 2021 are shown in the Graph below, with the Caerphilly locality showing the longest wait:



MAS Services were stepped down for four to five months during the first wave, and only urgent referrals were seen routinely. Whilst all efforts were made to carry out initial assessments on routine new referrals virtually, what the teams have found across all Boroughs was that people were happy to wait to be seen in person rather than have a virtual appointment. This was probably around 80% for routine new referrals. Similar could be said for routine follow up appointments.

This step down of services caused a backlog and delay in patients having their initial appointment, and their diagnostic appointment.

Waiting List Clinics have proved very difficult to achieve, as this requires staff to work additional hours on weekends to provide additional clinics. Staff in MAS Services during the pandemic have been working flexibly and at times working within other areas, such as CMHT and Inpatient Units. Across all Boroughs staffing levels have been affected by Covid and additional sickness levels throughout the pandemic. Previously, when the directorate have implemented WLIs there has been a huge uptake from Medical, Nursing and Admin staff to work these additional hours. On speaking to staff there has been a very small appetite recently to complete additional hours due to the pressures in their current roles in their working weeks, ie covering covid sickness, vacancies etc.

WLIs have taken place in Newport (4 Saturday Clinics), Torfaen (4 Saturday Clinics) and Monmouthshire (3 Saturday Clinics) since October 2021. More are planned up until June 2022 in all Boroughs.

That being said, all MAS teams have been working extremely hard to see additional patients whether it be virtually, face to face or at home to lessen delays for patients coming through MAS services.

Current Waiting List Data

(WG MAS Waiting Times targets are 4 weeks for Pre Screening and 12 weeks for Diagnostic Appointment)

BOROUGH	PRE SCREENING	DIAGNOSTIC APPOINTMENT	PRE SCREENING	DIAGNOSTIC APPOINTMENT
BLAENAU GWENT	8 weeks	12 weeks	5-6 weeks	12 weeks
CAERPHILLY	6 weeks	15 weeks	12 weeks	18 weeks
MONMOUTHSHIRE	4 weeks	10 weeks	5 weeks	12 weeks
NEWPORT	12 weeks	16 weeks	10 weeks	12 weeks
TORFAEN	4 weeks	10 weeks	6 weeks	12 weeks

Monmouthshire and Torfaen have clearly benefitted from the additional clinics. Blaenau Gwent pre-screening has deteriorated this is due to a number of vacancies at present in the MAS team. Newport also has a high number of vacancies in both nursing and admin currently, and this is the main reason for their increased appointment times. Newport team have planned additional clinics booked in for February and March.

Caerphilly has markedly improved. They have been unable to undertake additional Saturday Clinics due to admin staffing shortages, but they have been maximising all opportunities with using the additional medical staff they have at present (Consultant post 28 week pregnancy working from home to complete additional new assessment clinics virtually and an additional SpR) to work specifically on the MAS waiting list.

Key Enablers

Workforce Development & Integration

A resilient, skilled and integrated health and social care workforce is critical to the successful delivery of the national models of care. Through a revision of the current resource capacity across the dementia model and alignment across health and social care services, local authorities

	<p>and third sector will improve retention of staff to ensure the workforce is appropriately trained and upskilled to provide truly seamless, integrated services for the people across the region, aligning to the Strategic Regional Learning and Development Plan.</p> <p>To provide a straightforward framework that will guide our regional agencies and stakeholders together so they can all feed into and benefit from broad perspectives associated with learning and training for dementia. Redefined support worker role to ensure all individuals with dementia living in the community have a dedicated support worker.</p>
Integrated Planning & Commissioning	<p>To successfully develop and then mainstream the national models of integrated care, DAP and Dementia standards effective whole system planning and/or commissioning across health, social care, housing and wider delivery partners will be critical. By linking in with divisions/organisations a review of all current SLA's will be undertaken including core funded, partnership funded, WG funded SLA's. An added regional approach will ensure equitable service provision across the region.</p>
Technology & Digital Solutions	<p>Explore Assistive Technology to maintain independence for as long as possible for individuals living in their own homes and technology enabled care solutions for those that require more complex care within the community or an acute setting.</p> <p>A key population group as a beneficiary of the Assistive Technology programme is people living with dementia, their families and carers, focusing on three key areas:</p> <ul style="list-style-type: none"> ▪ Supporting independence in their own home ▪ Providing therapeutic technologies ▪ Technology enabled care for more complex care when needed
Capital Infrastructure	<p>Diagnosis advancements and Independent living solutions for people living with dementia to support delivery of:</p> <ul style="list-style-type: none"> ▪ Independent living solutions enabled by RIF capital programmes working with a range of partners for example, RSL's etc. ▪ Development of integrated hubs that are dementia specific or dementia friendly ▪ Providing intermediate care capacity that will support reablement of people living with dementia or alternative respite facilities.
Social Value Sector	<p>The third sector are key partners in the delivery of the programme to delivery against the priorities of the Dementia Action Plan and Dementia Standards, support a range of priority areas including:</p> <ul style="list-style-type: none"> ▪ Community based early intervention activity ▪ Support for those with more complex needs ▪ Pre bereavement and bereavement support

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		✓
People with Dementia	✓	
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions	✓	

Development Approach

MAS - Advanced Nurse Practitioners

One of the limiting factors in expanding the MAS service across the region in line with predicted demand is that currently a Consultant Psychiatrist is required to undertake the diagnostic interventions.

To free up the capacity of the Consultant Psychiatrists a change in way of working was identified as essential for sustainability of the service. Funding was awarded for the recruitment of 4 Advanced Nurse practitioners to undertake prescribing and Diagnostician roles to allow the service to expand and free up clinical time for patients. This would also ensure all patients, regardless of complexity receive a diagnosis within 12 weeks. In addition, recruitment of a Band 7 practice facilitator to develop educational programmes relating to dementia for staff within the MAS system and wider care home, GP forums.

The Advanced Nurse Practitioners will also undertake a programme of engagement with third sector parties and referrers to improve awareness. In line with providing care closer to home, expansion of the team will allow for negotiation of clinical spaces outside of the MAS locations, using hubs and surgeries where able, to ensure inclusion and accessibility for as many individuals as possible. They will also hold post-diagnostic responsibilities for Young Onset PLWD to ensure robust management and support for unique needs in this patient cohort

MAS - Additional Consultant Capacity

The Torfaen Borough was identified as having the lowest Older Adult Consultant Psychiatrist WTE rate per 10k population out of the 5 Boroughs in ABUHB. This insufficient Consultant Medical Capacity within Torfaen was impacting on the ability to provide expertise and support to the memory assessment services within the locality.

In order to stabilise the service in Torfaen and ensure equity of Senior Clinical Cover as well as supporting the expansion of the MAS in line with growing demand funding was approved for the appointment of a second Consultant Psychiatrist. Thus providing a sustainable service to meet the existing and predicted medium term future demand within the speciality.

Recruitment of a Consultant Psychiatrist in Torfaen will also improve MAS cover in the Caerphilly area, which currently has the longest waiting times. This is because the Electroconvulsive Therapy Service responsibility is currently held by the Caerphilly Borough Consultant team. With increased Consultant cover in Torfaen this will allow the transfer of responsibility to Torfaen, freeing up dedicated Consultant Psychiatrist time in Caerphilly for the MAS service

MAS - Home Based Memory Rehabilitation (OT)

An audit of ABUHB Occupational Therapy (OT) provision to memory services in 2020 identified a significant gap. Too few people are accessing recommended early interventions, such as planned OT interventions in ABUHB at the point of diagnosis, except for the offer of memory enhancing medication and the offering of Cognitive Stimulation Therapy programmes in some Boroughs. This falls far short of the recommendations and standards.

In order to address these Gaps as identified funding was awarded for the implementation of an early intervention OT service. The service will consist of a team lead occupational therapist (1 x WTE Band 7) with a team of OT staff (4 x WTE Band 6s) to deliver an equitable service to all memory services across Gwent. The intention is for this to be the starting point for an AHP/MDT specialist early intervention service in-order to holistically meet the needs of those diagnosed with dementia and their carers.

The focus will be on offering input within 12 weeks following a diagnosis and with people who are either willing or able to identify their own goals (with support from OT) i.e therapy will not be done ‘to’ them based on other’s concerns. The need and want will come from the person.

Two Highly Specialist OTs are undertaking the pilot and evaluation of an early intervention service (in two Boroughs), starting. The plan is to finetune Service Pathways in April, following which suitable participants (Service Users) will be recruited.

Information has been developed for all stakeholders, and exact ‘assessment’ and evaluation tools and methods have been developed. The pilot OTs have completed the ‘Master Class’s training in Home based Memory Intervention’ in March.

MAS - Hearing Assessments (Audiology)

Alongside timely access to diagnosis a holistic approach to Dementia assessment and management is required to ensure that patients have the best opportunity to engage effectively with memory assessment services, in particular by incorporating hearing assessments into the diagnostic process.

Funding was approved for the recruitment of specialist band 7, band 5 and band 4 audiologists to ensure a seamless service between audiology and memory services is established. This will allow all patients who are referred to the MAS to access a hearing assessment prior to the memory assessment, in Primary Care or Community Settings where possible.

The service will also provide educational support for carers and family on impact of hearing loss and management of hearing aids through local carer education and support services.

Development work is being undertaken collaboratively across Audiology and Memory Assessment Services to embed this approach within the diagnostic pathway.

After an analysis of likely referrals and funded staffing Torfaen, Newport and North Caerphilly will be covered and will provide a test of concept for roll out to other boroughs. The audiology pathway has been written and agreed with the dementia team, with processes identified for when staffing is in place. Links have been made with BCU to collect similar data to build an evidence base.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector

£826,328	£826,328	N/A	N/A	0%	0%
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Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	
As a reflection of the service development enabled by Memory Assessment Services funding, both the MAS funding and an element of Dementia ringfenced funding supports the delivery of this programme	✓

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP11: Connected Communities

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓					

Programme Summary

The Connected Communities Programme provides a whole system approach to community support, early intervention and prevention using a triad of support, building on the established links within our communities via community connectors, IAA teams and Integrated Wellbeing Networks.

The programme will ensure wellbeing of people is maintained or improved, and social isolation and loneliness, avoided or reduced. It intends to reduce the impact of loneliness and isolation by fostering community wellbeing spaces and approaches, establish locality links and networks and create community-based solutions that will:

- Support people to stay well through taking part in activities they enjoy.
- Support people to stay well through information, advice, and assistance.
- Support people to make their contribution, including exploring and supporting the development of small local enterprises as a route to wellbeing.
- Reduce social isolation.
- Promote independence.
- Develop partnership working with primary care, other Local Authority services, Registered Social Landlords' and the third sector.



The programme will support a range of adults with varying levels of need, ranging from isolated individuals to improve their confidence and access services in their local community, to individuals with more complex support needs.

Intended Outcomes

Person Centred Outcomes

- People remain active and independent in their own homes

System Outcomes/Benefits	<ul style="list-style-type: none"> ▪ People maintain good health and wellbeing for as long as possible ▪ Development of a consistent approach to community wellbeing and prevention across Gwent ▪ Timely access to wellbeing support for people in the community ▪ Enhanced community wellbeing, reducing demand on packages of care ▪ A skilled workforce who are able to link people to wellbeing support local to them
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Baseline Position		
OPwCN Connected Communities Programme Performance Outcomes April 2021 – March 2022		<p>Across all services 13,360 individuals have accessed the programme and helped 231 people become socially connected with 316 volunteers recruited to support individuals and 21 people have been supported to remain independent.</p> <p>223 events and groups have been supported with 945 people attending.</p> <p>6553 people were signposted and given information, advice & assistance. 1691 home visits were carried out, and from these people were supported with income maximisation, housing enquiries, digital inclusion, and COVID-19 related enquiries.</p> <p>169 stay well plans were developed with 2362 passenger journeys provided.</p> <p>The service carried out 684 GP and volunteer sessions.</p> <p>From a sample of individuals accessing services: 40% maintained or improved independence</p>
Number of individuals accessing connected communities service	13,360	
Number of community events or groups supported	223	
Number of new volunteers recruited	316	
Number of people socially connected	231	
Number of people supported to remain independent	21	
People signposted and given IAA	6553	
Number of individuals attended groups or events	945	
Number of supporting home visits completed	1691	
Number of new individual Support / Stay Well Plans developed	169	
Number of passenger journeys have been provided	2362	
Number of GP Surgery & Volunteer sessions delivered	684	
<p>52% maintained or improved wellbeing, 61% maintained or improved confidence 52% individuals avoided social services intervention, and 64% individuals achieved outcomes.</p>		

Key Enablers	
Workforce Development & Integration	Work with our workforce across all sector to support a no wrong door approach, ensuring individuals are connected to their communities and receive information, advice and assistance appropriate to their needs. A strengths based approach is fundamental to supporting individuals to manage their own health and wellbeing needs.
Integrated Planning & Commissioning	Ensuring community support services, delivered by all agencies, are co-ordinated and aligned within an integrated system. Supporting a no wrong door approach in providing information, advice and assistance.
Technology & Digital Solutions	Assistive Technology is an enabler to independence; working closely with the assistive technology programme we will continue to test and develop

	new methods of supporting independence and wellbeing in a persons own home.
Capital Infrastructure	Alignment of existing community hubs and spokes will be central to the development of this model of care, identifying gaps or opportunities in provision where the Integration and Capital Rebalancing Fund can support enhanced/strengthened community provision.
Social Value Sector	The third sector are well placed within the early intervention and prevention part of our system and will a key partner in the holistic approach to this model of care. Our provider network and third sector forum will support the system connectivity needed, aligning the significant range of third sector services not commissioned by health or social care.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs	✓	
People with Dementia		✓
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		✓
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach
<p>The pandemic has changed communities dramatically since March 2020 and the services have had to adapt their roles considerably since the outbreak. The approach and programme have never been more important however with the impact of shielding and social isolation and increased risks of frailty, lack of confidence, isolation, and loneliness. The following adaptations to the model of delivery have been proposed by the project to encompass “new normal”:</p> <ul style="list-style-type: none"> ▪ Virtual Meeting Places ▪ Addressing the Digital Divide ▪ Moving Groups Online ▪ Development of Outdoor Spaces ▪ Reintroducing Physical Meeting Spaces ▪ Partnership and Collaboration <p>Key learning highlights the need for a flexible approach to respond to the needs of individuals within a changeable landscape. Developments to date have highlighted the organic nature in the way community assets and connections develop, with an organic approach support evolution of the offer. Working with communities to ensure a coproduced and collaborative approach is essential to supporting ongoing engagement.</p> <p>Learning shows that services have evolved over several years, the School of Social Care Research in Swansea University have written and supported development of the collaborative approach to wellbeing and prevention of</p>

which this project is a key element. In partnership with Pembrokeshire, the service leads also undertook a research project using Most Significant Change and Community of Enquiry techniques by using exploratory talk, narrative, and stories we were able to evaluate the impact of individual elements on individuals and communities along with the experience of colleagues involved in the developing approach, examples of such are available locally.

In line with the vision set out in the 'National Primary Care strategy', but there will be a heavy emphasis on maximising the role of third sector providers, particularly in providing information, advice and assistance, and helping to develop a 'wellbeing workforce' where social prescribers, care navigators and other multi-disciplinary professionals are seen as part of the core offer, and shifting the emphasis away from the GP as the gatekeeper of health and wellbeing services.

Our capital strategic needs assessment will support an understanding of the opportunities and gaps within the network of hubs and spokes already provided within our communities. A common language needs to be established to aid both citizen and professional awareness and understanding of the offer enabled by hubs and spokes. Consideration will be given to a differentiated skill mix, with specific OD and workforce development programmes implemented where needed.

Interdependencies

This programme will work closely with all other programmes aligned to the Community Care: Prevention and Early Intervention Model of Care to ensure learning and good practice shared, and embedded.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£2,970,252	£2,345,386	£0	£624,866	0%	9.44%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	✓
This programme brings together the developments enabled through the Integrated Care Fund and Transformation Fund, providing a whole system approach to community resilience and wellbeing. Embedding the existing capacity and new ways of working is critical to the prevention and early intervention required for longer term system wide impact.	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP14: LD Independence & Wellbeing

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓		✓			✓

Programme Summary

This programme intends to ensure all individuals with a Learning Disability have access to equitable opportunities and ‘joined up’ services. Individuals their families and carers feel supported and fully informed when accessing services and services are driven by what matters to them, and will be supported to live as independently as possible within their community. The programme also includes a specific focus on reducing health inequalities for people with a learning disability working with primary care GP practices.

All individuals with a Learning Disability have access to equitable opportunities and ‘joined up’ services. By establishing an integrated system that supports people with a learning disability, their transition across the system will be seamless, they will live as independently as possible within their community and only tell their story once.

Establish integrated working and data sharing across the health & social care system.

Reducing health inequalities through reasonable adjustments to mainstream services and access to specialist services when needed.

Improving community integration, including increasing housing options closer to home.

Further develop and transform innovative flexible services for people with a learning disability across the Gwent region to construct an integrated, fair, equitable and safe service, in line with the Equalities Act (2010); that’s shaped by the Learning Disability Improving Lives programme (2018.)

Intended Outcomes

Person Centred Outcomes	<ul style="list-style-type: none"> ▪ Reduce health inequality for people with a learning disability ▪ Individuals their families and carers feel supported and fully informed when accessing services and services are driven by what matters to them ▪ Individuals have access to equitable services and adequate specialist support. ▪ Individuals’ health and social care needs are fully met, with no-one ‘falling through the gaps’ ▪ Building independence for people with a learning disability
System Outcomes/Benefits	<ul style="list-style-type: none"> ▪ Preventing further escalation, reducing duplication and the need for complex health services

	<ul style="list-style-type: none"> ▪ Prevention of pressures of statutory services ▪ Improved joint-working pathways through systems ▪ improve planning and funding systems ▪ Improved community support structures ▪ The system demonstrates quality and synergy of the learning disabilities services
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Baseline Position

It has been previously highlighted that the transition from child and adult services for people with a learning disability transitioning through the system can be complex and hard to navigate. This is restricting the opportunities for complementary working across services and the prospects to provide a whole integrated flexible system that will empower individuals and let them have their say on how the system works.

Joining up and integrating services is a challenge, for example, when people leave school or college, support may vanish. Data on people with a learning disability and the impact lack or disjointed services have on them, and their families and carers is detrimental to them living a full and healthy life. When services are not available, and a person's needs are not met this can result in escalation of the original presenting issues forcing them to access primary/emergency services. The programme of services for people with learning disability is built in to help prevent and relieve pressures on primary services and make sure they are offered the same options as everyone else within their communities/closer to home across the Gwent region.

Gaps across the region; where a service is offered in one area and is producing successful outcomes for people with a learning disability, their families, and carers, it is not offered in other local authorities causing disparity, creating an unequitable service, which goes against the Equalities Act (2010) and A Healthier Wales (2018), Learning Disabilities Improving Lives (2018). For a fair and equitable service where outcomes are person centred, we need to build on the successful piloted innovations to be delivered and expand across the Gwent region.

Through our population needs assessment, we have identified a total of 673 people with learning disabilities known to ABUHB with average life expectancy increasing over the last few decades. However, the pandemic has had a negative impact on people with a learning disability, where they have felt isolated at being separated from family and friends and daily routines disrupted. People have said that stress, anxiety, feeling isolated and changes to their normal routine has had a negative impact on mental health. Also, some people felt their health had deteriorated as they were not as active and had put on weight due to not going out and about.

Key Enablers

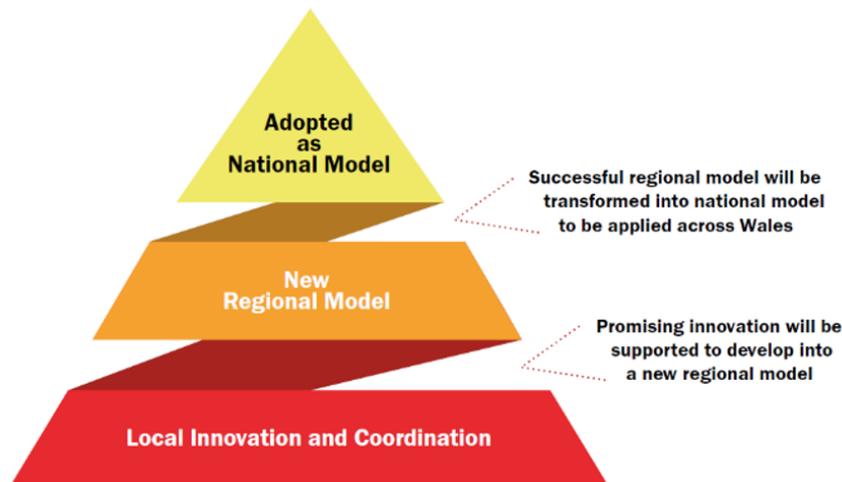
Workforce Development & Integration	<ul style="list-style-type: none"> ▪ Upskilling staff to enable better retention. ▪ Embed appropriate training with workforces in strategic/ operational levels. ▪ Revision and agreement of current resource with exploration into alignment across services, from health to social care. ▪ Established connectivity between Health, social care housing & education workforces to ensure a coordinated response for families.
Integrated Planning & Commissioning	<ul style="list-style-type: none"> ▪ Implement an integrated approach across services and organisations to ensure individuals, their families and carers are given the right equitable support. ▪ Working with organisations to commission and implement the suite of services agreed to take forward.

	<ul style="list-style-type: none"> Revision of current SLA's - By linking in with divisions/organisations a review of all current SLA's will be undertaken including core funded, partnership funded, WG funded SLA'.
Technology & Digital Solutions	<ul style="list-style-type: none"> Expand opportunities of assistive technology that may benefit people with a learning disability, their families, and carers to help promote independence and make sure there are equitable options for individuals. For example, a focus on the assistive technology arena that can help alleviate the problem of an individual having to repeatedly tell their story. Use of integrated data system such as WCCIS.
Capital Infrastructure	<ul style="list-style-type: none"> Supporting independence via a range of living solutions
Social Value Sector	<ul style="list-style-type: none"> To work with third sector to build resilience for people with a learning disability, their family, and carers; and enhance community-based provision. Making sure their voices are heard and needs are acted upon and are met.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		
People with Dementia		✓
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		
People with emotional and mental health wellbeing needs		
People with Learning Disability and Neurodevelopmental conditions	✓	

Development Approach
<p>The future vision as set out in A Healthier Wales (2018) focuses on a 'Whole System Approach' to health and social care' focused on health and wellbeing and preventing illness. The ambition in line with A Healthier Wales (2018) & Learning Disability Improving Lives (2018), is to strengthen services across all sectors for individuals with a learning disability, their families, and carers, by increasing community integration and improving planning and funding systems, to reduce preventable health inequalities making sure they have access to equitable opportunities and can take more responsibility for their own health and wellbeing.</p> <p>Through engagement with professionals and individuals, there will be a strategic and sequenced approach, to embed the learning disabilities suite of services as highlighted for continuation into the future 5-year plan. In line with this piece of work there will be opportunity to develop the expansion of the services highlighted as exceptional, delivering positive outcomes across the Gwent region. This will work towards a prosperous environment where resources will be used efficiently and proportionately as stated in one of the seven well-being goals from the Well-Being of Future Generations Act (2015); developing a skilled and well-educated population, to create consistency and creating a healthier society where wellbeing is maximised, to reduce the negative impacts experienced by individuals with a learning disability to get it right.</p>

Areas highlighted for growth / expansion started as local innovation pilots, which falls into the bottom red section of the pyramid in the A Healthier Wales 2018 (Diagram Below). These services have demonstrated and evidenced the positive impact, they have been able to make in the lives of individuals with a learning disability, their families, and carers. The expansion is to move these services into a new regional model which will require a whole system approach for successful integration.



A Healthier Wales: our plan for health and social care act 2018: page 21

Under the policy drivers within the A Healthier Wales (2018); people with a learning disability will be supported to stay well. The programme will offer a suite of services, working seamlessly together, that will help tackle inequalities people with a learning disability, their families and carers come up against when accessing services, help or support.

To drive this forward, a whole system approach across health and social care will need to take place, working in collaboration, using a person-centred approach and bringing support into the community, working towards creating a single system.

Interdependencies

Aligns with the Transition, Children with complex needs, Emotional Health and Wellbeing, Edge of Care, Complex Care, and Complex Needs Panels.

Children & Adolescents with Learning Disabilities Service

Adult Learning Disability Services

Child & Adolescents with Mental Health

Adult Mental Health Service.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£505,255	£496,333	£0	£8,922	0%	26.01%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1

Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	✓
This programme brings together the developments enabled through the Integrated Care Fund providing a regional programme of peer support and wellbeing activity. Embedding the existing capacity and new ways of working is critical to the prevention and early intervention required for longer term system wide impact.	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Model of Care Investment Proposal

COMMUNITY BASED CARE – COMPLEX CARE CLOSE TO HOME

Strategic Vision

To establish a robust and sustainable community infrastructure that support individuals with care needs to be cared for within their own homes, or as close to home as possible. Embodying the principles established within the six goals for Urgent Care policy handbook, this model of care will provide a right sizing approach to the community capacity needed to provide care close to home, and facilitate the discharge to recover and assess pathways. To have nationally overcoming the challenges associated with community capacity across multiple professions (ranging from allied health professionals to domiciliary care), including workforce recruitment, retention and pay scales.

Dementia Action Plan (DAP) Summary

We are aware of the impact of the pandemic on people living with dementia and professionals within health and social care have been working hard to support people through assistive technology, online support and telephone calls where face to face visits could not be provided. We have also been supporting people living with dementia, their family and carers through the Get There Together National project, working with partners to create a series of films aimed to reduce concerns and reassure anyone who is anxious about getting beyond the front door as well as dealing with the stresses of Covid-19.

Case for Change

Healthy life expectancy is increasing over time, which is positive, however when the time comes where the oldest population develop care and support needs, those needs are more intensive and expensive as people live longer. People over the age of 65 are more likely to need extra support to remain independent in their own homes and across all local authorities in Gwent it is predicted there will be an increase in people unable to manage at least one domestic task on their own.

Predicted number of people aged 65 or over that will be unable to manage at least one domestic task on their own (household shopping, wash and dry dishes, clean windows inside, jobs involving climbing, use a vacuum cleaner, wash clothing by hand, open screw tops, deal with personal affairs, do practical activities). Figures are taken from *Living in Britain; Results from the 2001 General Household Survey, Supplementary report: People aged 65 and over, table 37, ONS*. The predicted increases range is from 44.9% in Blaenau Gwent to 71.6% in Monmouthshire. As an RPB we have a range of multi-disciplinary reablement and care services in place to provide long and short-term support to help people live independently in their own homes.

The number of older people with unmet care and support needs is increasing substantially due to challenges in the health and care system. Effective solutions are needed to address these needs including addressing delayed discharges in hospitals that can lead to worsening health outcomes and complications around care and support needs. It is clear that most people desire to cope with their illnesses and remain independent at home and care models need to reflect the needs of the person as part of their care and support.

Key Enablers

Integrated Planning and Commissioning

Planning and Commissioning will be integral to the establishment of right sized community capacity. Consideration is needed to the mechanisms that will enable integrated approaches to



commissioning; the capacity and commissioning requirements will be identified within ongoing work.	
Technology enabled care	
The use of assistive technology to support independence at home will be explored in conjunction with the Assistive Technology Programme, which will in turn support admission avoidance or early discharge. Shared information between services will support the goal of integrated working, and seamless care for the individual.	✓
Promoting the social value sector	
Working with our provider network and third sector forum to identify intermediate care capacity within the system, supporting resilience and community care closer to home.	✓
Integrated Community Hubs	
Connectivity to hubs that provide assessment (step up/down) beds and reablement facilities will enable a seamless model and implementation of the D2RA pathways. The capital strategic needs assessment and evaluation of recently implemented older persons integrated hubs will support the continued development of this infrastructure.	✓
Workforce development and integration	
The success of this model of care is entirely dependent on the ability to right size community capacity and overcome the current and ongoing workforce capacity constraints. Both regional and national activity is required to overcome this issue.	✓

Priority Population Groups			
	Primary Beneficiary	Secondary Beneficiary	DAP
Older people including people with dementia			
Enabling care to be provided in a persons own home will maximise outcomes achievable for each individual, and mitigate avoidable physical deconditioning.	✓		
Children and young people with complex needs			
N/A			
People with learning disabilities and neurodevelopment conditions, including autism			
N/A			
Unpaid carers			
Working with unpaid carers to ensure they are supported, and considered alongside care plans.		✓	
People with emotional and mental health wellbeing needs			
N/A			
Other beneficiaries			
N/A			

Total programme cost and match funding					
Total cost of programme	Welsh Government contribution	Partner monetary match	Partner resource match	% support for unpaid carers	% for social value sector delivery
£11,918,824	£9,001,418	£0	£2,917,406	0%	3.75%

Programme management resource to be confirmed.

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project)
SP04: Supporting Children with Development Needs

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
	✓	✓	✓		

Programme Summary

This programme of work supports children with development needs and aims to improve access to specialist by improving strategic and operational planning and access to services. It has a focus on improving community integration, including increasing placement options closer to home to reduce the number of out of county placements.

The model of support provided via ‘Helping Hands’ ensures parents and families receive timely guidance and support to preventing any further avoidable escalation.

Establishing an integrated system that supports children with complex needs and their families, providing appropriate support so that they can meet their potential.

They will have access to a suite of initiatives, using prevention and early intervention techniques and reducing adverse childhood experiences

- Improve access to specialist services offering fairness & equity across the system to build resilience
- Improved strategic and operational planning and access to services
- Improving community integration, including increasing placement options closer to home to reduce the number of ‘out of county placements’.

Creating a whole system approach for wellness flexible enough to meet the needs of children with complex needs, and their families, ensuring they receive the same level of care regardless of where they live, putting the children and family at the centre of the system/NEST.

Intended Outcomes

Person Centred Outcomes

- Reduce health inequality for children with complex needs
- People feel supported and fully informed when accessing services and services are driven by what matters to them
- Access to equitable services with adequate specialist support
- Health and social care needs are fully met, with no-one ‘falling through the gaps’

System Outcomes/Benefits

- Preventing further escalation, reducing duplication and the need for complex health services
- Further improve joint-working pathways through systems
- Improve planning and funding systems
- Further improve community support structures

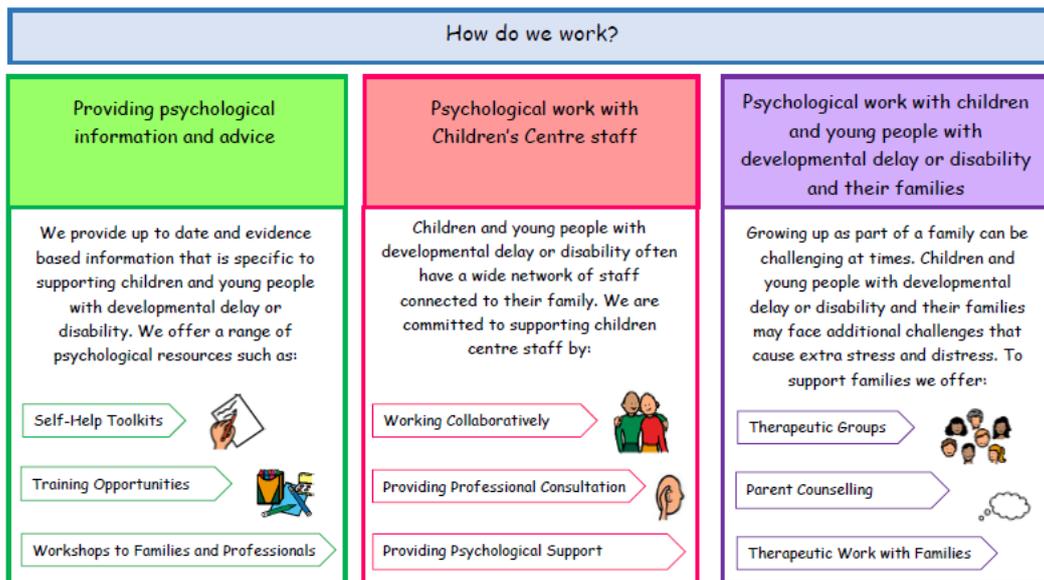
Baseline Position

Following changes made to the statutory guidance in relation to Part 9 of the Social Services & Well-Being Act (2014); the definition of children with complex needs now comprises:

- children with disabilities and/or illness
- children who are care experienced
- children who in need of care and support
- children who are on the edge of care/at risk of becoming looked after
- children with emotional and behavioural needs

The children with complex needs programme comprise of services that use a whole family approach and support the improvement of emotional health and wellbeing. Whereas some services focus on direct work with the child and their families, siblings and carers, other services support a family's ability to navigate the complex system of support a child might have when numerous professional agencies are involved in that child's care and treatment. Other services align with the *Workforce* principles, the mechanism for change is in providing professionals across health, social care, and education; training on attachment and developmental trauma, with the addition of follow-up sessions for the workforce to ensure frontline teams are supported in contributing to wider cultural change in their approach with families.

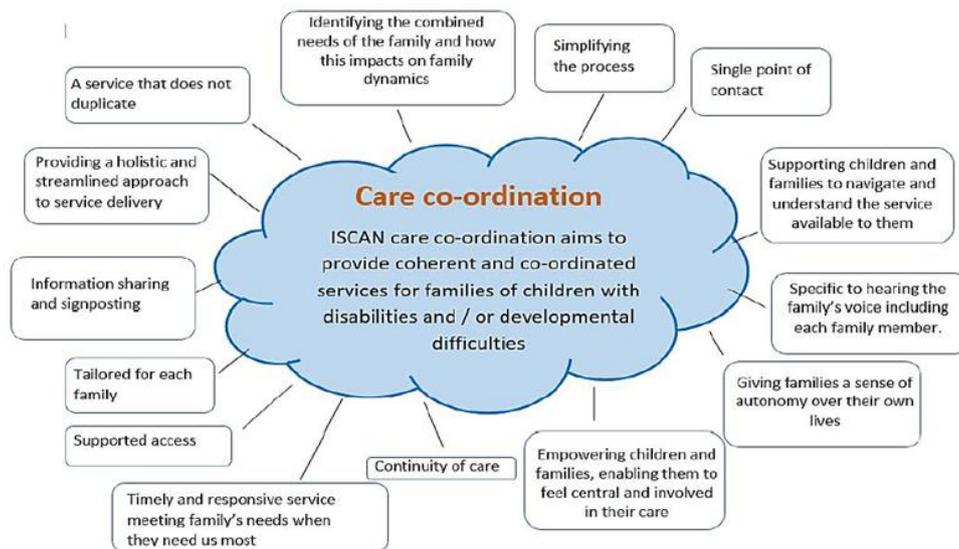
Helping Hands - The system promotes psychological wellbeing and offers earlier and targeted intervention that is equitable across the Gwent region. Working directly with those in need through early intervention. To improve family understanding, relationships, and stability. A whole family approach to emotional wellbeing is adopted, so we can achieve a decrease in reported parental stress, an increased level of care closer to home and long-term benefits such as a reduced burden of economic care in adulthood. The inclusion of community-based support and placement closer to home to reduce the number of children with complex needs escalating through the support system. Below is a diagram of how this part of the system works:



Between April to September 2020, a total of 33 children were supported . When referring to the information and advice provision, A total of 252 informal professional contacts had been made. Four workshops were delivered of which a total of 50 delegates attended, comprising of 44 parents and 6 professionals. From a sample of delegates that attended the workshops, 100% found the content helpful or very helpful and 100% were likely or very likely to recommend the session to another parent. Currently, in addition to the one-off workshops, an Early Positive approach to Support (E-PatS) parenting programme is delivered over a 9-week period for 6 families.

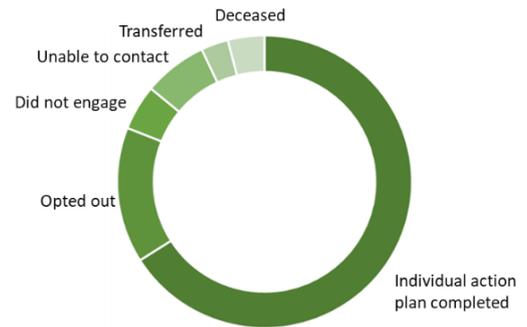
A total of 19 calls from concerned parents have been received by the team, averaging 46 minutes per call where bespoke information and advice has been provided on the challenges experienced by the parent. From the 19 calls received, 3 safeguarding concerns were raised by professionals, which if the service was unavailable could have potentially not been identified. In addition to parent calls, a total of 6 calls were received from associated professionals requiring support and service signposting information, however due to the nature of the calls, the professional calls averaged 12 minutes in duration which is significantly lower than parental contact.

Integrated Assessment & Planning (IAP/ISCAN) - Providing care co-ordination to families who are struggling to cope with the multitude of professionals / agencies involved in their child's care which supports and guides them through the maze of services, empowering the families to take ownership of their child's care. The service facilitates a multi-agency integrated assessment and plan for those children with the most complex needs, to improve the emotional wellbeing, which achieves a decrease in reported parental stress, an increased level of care closer to home and long-term benefits such as a reduced burden of economic care in adulthood. Below shows a representation of how this part of the service functions:



Between October 2018 to December 2019, 183 children were accepted by the Integrated Services for Children with Additional Needs care-coordination team, 86% (157 children) were for developmental support, whilst the remaining 14% (26 children) requires non-developmental support coordination. The majority required care or complex care coordination (49% and 46% respectively) whereby only a small percentage required integrated assessment and planning (5%). However, of the referrals accepted, 38% were referred to the Family Liaison Officers, latterly referred to as Family Support Worker. The outcomes of the pilot project in 2016 stipulated that waiting times were reduced for 100% of the cases accepted, furthermore, 90% of the cases had their waiting time reduced in the region of 12 to 13 weeks.

Children supported through the Care Coordination team whereby closed cases were identified. *Graph 2* identifies the reason for case closure for the 74 cases during the reporting period. As depicted by *graph 1*, the majority of the cases (66%) were closed due to the children successfully completing their individual action plan, demonstrating the success of the intervention. 15% of the accepted referrals opted out of receiving support as they felt they had their children’s behaviours under control following advice and guidance from various services.



Graph 1. Reason for case closure 2018-2019

Now more than ever, supporting people’s emotional health and well-being is vital to keeping society healthy and preventing the escalation of health and social care needs. With the impacts of COVID-19, this is further realised with an increasing number of people of all ages, including children and young people, being identified as having emotional health and wellbeing support needs

Joining up and integrating services is a challenge, for example, when people leave school or college, support may vanish. When services are not available, and a person’s needs are not being met this can result in escalation of the original presenting issues forcing them to access primary/emergency services. The programme of services for children with complex needs is built in to help prevent and relieve pressures on primary services and make sure that the services offered are consistent and equitable for all, across the Gwent Region.

Gaps across the region; where a service is offered in one area and is producing good outcomes is not necessarily offered in other local authorities is causing disparity, creating an unequitable service, which goes against the Equalities Act (2010) and A Healthier Wales (2018), Learning Disabilities Improving Lives (2018). For a fair and equitable service where outcomes are person centred, we need to build on the successful piloted innovations for delivery and expansion across the Gwent region.

Key Enablers	
Workforce Development & Integration	<ul style="list-style-type: none"> Upskilling staff to enable better retention. Ensure training with workforces in strategic/ operational levels around the NEST framework and their contribution to the whole system. Revision and agreement of current resource with exploration into alignment across services, from health to social care Established connectivity between Health, social care & education workforces to ensure a coordinated response for families.
Integrated Planning & Commissioning	<ul style="list-style-type: none"> Implement an integrated approach across services and organisations to ensure individuals, their families and carers are given the right equitable support. Working with organisations to commission and implement the suite of services agreed to take forward Revision of current SLA’s - By linking in with divisions/organisations a review of all current SLA’s will be undertaken including core funded, partnership funded, WG funded SLA’
Technology & Digital Solutions	<ul style="list-style-type: none"> NEST framework digital tool to create a platform that enables professionals to demonstrate good practice.

	<ul style="list-style-type: none"> Expand opportunities of assistive technology that may benefit care experienced children & young people to help promote independence and make sure there are equitable options for individuals. For example, a focus on the assistive technology arena that can help alleviate the problem of an individual having to repeatedly tell their story constantly. Use of integrated data system such as WCCIS.
Capital Infrastructure	<ul style="list-style-type: none"> Feasibility study for children’s centre in the north of Gwent Region Identify any areas that could benefit from Capital funding and identify opportunities to align capital and revenue resources
Social Value Sector	<ul style="list-style-type: none"> Working with third sector & local authority to create an integrated system of provision/access, that builds resilience for care experienced children & young people and enhance community provision. Making sure their voices are heard and needs are met. Ensuring accessible services within the community where they live

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		
People with Dementia		
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs	✓	
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach

The future vision as set out in A Healthier Wales (2018) focuses on a ‘Whole System Approach’ to health and social care’ focused on health and wellbeing and preventing illness. The ambition in line with A Healthier Wales (2018) & Learning Disability Improving Lives (2018), is to strengthen services across all sectors for children with complex needs, their families and carers, by increasing community integration and improving planning and funding systems, to reduce preventable health inequalities making sure they have access to equitable opportunities and can take more responsibility for their own health and wellbeing.

The children with complex needs system currently have services embedded within, that cover many aspects of the whole system, taking on a ‘whole system approach’. From direct clinical work with the children, young people their families, siblings, and carers, to support to those who need help navigating the complex system and workforce training & development. There is a need to further progress the suite of services highlighted for continuation into the future 5-year plan and to align them more appropriately.

To do this we will need a planned out and sequenced course of action to engage with professionals and individuals across the whole system to gain better insight into how we can expand, embed, and improve integration between each system process and function. In line with this piece of work there will be opportunity to explore the expansion of the service areas highlighted as exceptional, delivering successful outcomes across the Gwent region. This will

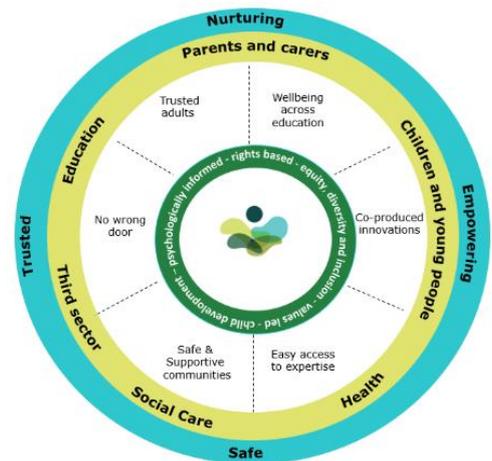
work towards a prosperous environment where resources will be used efficiently and proportionately as stated in one of the seven well-being goals from the Well-Being of Future Generations Act (2015); developing a skilled and well-educated population, to create consistency and creating a healthier society where wellbeing is maximised, to reduce the negative impacts experienced by children with complex needs to get it right.

Areas highlighted for growth / expansion started as local innovation pilots, which falls into the bottom red section of the pyramid in the A Healthier Wales 2018 (Diagram Below). These services have demonstrated and evidenced the positive impact, they have been able to make in the lives of children with complex needs, their families, and carers. The expansion is to move these services into a new regional model which will require a whole system approach working this way will allow us to improve integration across the system.

Under the policy drivers within the A Healthier Wales (2018); children with complex needs, their families, and carers, along with the workforce, will be supported to improve knowledge of the services within the system, be given a clearer understanding of the pathways and how to navigate them, a more informed and upskilled workforce and to help them to stay well. The programme will offer a suite of services, working seamlessly together, that will help tackle inequalities that children with complex needs come up against when accessing services, help or support.

To drive this forward, using the NEST approach: a whole system approach across health and social care will need to take place, to develop mental health, well-being and support services for babies, children, young people, parents, carers and their wider families across Wales: working in collaboration, using a person-centred approach and bringing support into the community, working towards creating a single system with 'no wrong door' approach so that families get the right help at the right time and in a way that is right for them.

In Children's and Families Services, we are working towards a NEST framework that embodies the principles of offering children Nurturing, Empowering, Safe and Trusted environments (NEST). The framework is intended to support the working together of services so that babies, children, young people, parents and carers have the support of their own 'NEST'. The shared value base this framework provides helps to focus services on the same priorities that are person led and person centred. The 'no wrong door' approach has supported the development of a single point of access, that has enabled children, young people and families to get the right support and the right time, and a 'no bounce principle' when entering into complex system.



It's not for our children, young people, and families to navigate our complex system, we need to make this as accessible as possible to meet needs and prevent escalation. We know that points of transition and change can be anxiety provoking, so ensuring we support these points are crucial especially when children's services are starting to align in this way. The continuity of experience and sequencing of interventions we provide need to be joined up, so the system doesn't make things worse for people in the long term.

By using feedback from key stakeholders and expanding the opportunity to utilise new assistive technology through coproduction; will enable us to embed value-based healthcare to measure what matters most to people, ensuring that improvement activity is focussed on outcomes.

Through sustainable growth and developing community-based models of care that will provide early intervention and prevent the escalation of poor emotional and mental health and wellbeing for children with complex needs, as set out in the Well-Being of Future Generations Act (2015), we can bring about a more equal, cohesive, healthier, resilient, and prosperous society where children with complex needs, families and carers have the same rights and opportunities available to them locally.

Interdependencies

Aligns with the Transition, Emotional Health and Wellbeing. Children & Adolescents with Learning Disabilities Service, Adult Learning Disabilities, Child & Adolescents with Mental Health & Adult Mental Health Service

There is a need to establish formal links with the Complex Care and Complex Needs Panels.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£444,003	£444,003	£0	£0	0%	0%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	✓
The developments enabled through the Integrated Care Fund established the integrated approaches to care co-ordination, and early support for parent carers of neurodiverse children with challenging behaviours. The programme is identified to be embedding to support the new ways of working and support available to be mainstreamed.	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP10: DAP – Living with Dementia

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
	✓	✓		✓	✓

Programme Summary

This programme will support the continued implementation of the Dementia Action Plan for Wales, and the Regional Dementia Blueprint. Establishing an integrated and connected system of support around the person living with dementia, their families and carers is the key driver within this programme. Working with dementia services across the region to strengthen and where needed redesigned, to establish a model in line with Dementia Care Standards.

The programme supports the specific Dementia Action Plan aim for people to live well with Dementia; to increase support through a seamless system for people with dementia to live as well as possible, for as long as possible. This will be enabled by connected services for early intervention and supportive interventions to live well by maximising their independence and ability to participate in the community. The programme has an extended focus on the following:

- Dementia services have a regional taskforce approach as a commitment to redesign services aligned to an all Wales vision so they are more ‘dementia supportive’, including the establishment of ‘connector’ roles to be navigators and points of contact, offering support, advice and signposting throughout their journey from diagnosis to end of life (Dementia Standards, S12). Taskforce across the system will have increased opportunity of education and training for in person centred learning and development for all staff working on a care plan for people living with dementia, focusing on front door emergency service development for capacity assessment at the outset and enhancing Clinical Work Station awareness of diagnosis coding.
- Establishment of a framework and structure for Dementia Care Mapping (DCM) to be adopted as routine practice by organisations and care settings providing intensive dementia care (Dementia Standards, S16). Services will have accurate data of the individual and communication appropriately transferred between settings, improving the success of the person and their carer adapting and adjusting to change in their circumstances (Dementia Standards, S19). Carers will be supported and offered stage appropriate learning, education and skills training to address front door emergency service development and prevention of hospital admissions (Dementia Standards, S10).
- The system will provide seamless transition and strengthened partnership working through the Communities of Practice to ensure that all care partners communicate and jointly work with each other to foster smooth transitions of care (Dementia Standards, S19).

Intended Outcomes	
Person Centred Outcomes	<p>People living with dementia, their families and carers will have equitable access to individualised and person-centred care.</p> <p>People living with dementia, and their carers, will feel supported by the system, and understand where to access support at times of need</p> <p>People living with dementia, and their carers, will develop anticipatory care plans to ensure their wishes are known early in the dementia journey</p>
System Outcomes/Benefits	<p>Reduction in hand-offs and duplication across the system</p> <p>Delayed need for formal care</p>

Baseline Position

The Dementia Programme underpins the key themes and aims of the, the six models of care of, Dementia Action Plan and the All Wales Dementia Pathway of Standards:

The diagram illustrates the alignment between three key components of the dementia programme:

- Models of Care:** A horizontal bar containing six boxes:
 - Supporting families to stay together safely & therapeutic support for care experienced children
 - Community Based Care – Prevention & Community Co-ordination
 - Promoting good emotional health and wellbeing
 - Community Based Care Complex Care Closer to Home
 - Home from Hospital
 - Accommodation based solutions
- Dementia Action Plan:** A horizontal bar containing six boxes representing aims:
 - Dementia Aim 1: Risk Reduction
 - Dementia Aim 2: Awareness & Understanding
 - Dementia Aim 3: Recognition & Identification
 - Dementia Aim 4: Assessment & Diagnosis
 - Dementia Aim 5: Living as well as possible, for as long as possible
 - Dementia Aim 6: The need for increased support
- All Wales Dementia Care Pathway of Standards:** A grid of 20 numbered boxes:
 - 01. Accessible, 02. Accessible, 03. Accessible, 04. Accessible, 05. Responsive, 06. Responsive, 07. Responsive, 08. Responsive
 - 09. Journey & Navigation, 10. Journey & Navigation, 11. Journey & Navigation, 12. Journey & Navigation, 13. Journey & Navigation, 14. Journey & Navigation, 15. Journey & Navigation, 16. Journey & Navigation, 17. Journey & Navigation, 18. Journey & Navigation, 19. Partnerships & Relationship, 20. Partnerships & Relationship

There are a wide number of service level agreements (SLA) that we are reviewing the mapping exercise for both funded and community support activities across the region to refresh due to the learning from the pandemic and some community groups and services closing or services adapted to meet the needs of the community.

We work with our third sector partners to ensure that they are an integral and equal partner in the delivery of the dementia blueprint, where currently it is acknowledged that there remains a level of activity that is not identified or engaged to provide a seamless system. Welsh Government document of ‘Dementia Action Plan: strengthening provision in response to COVID-19’ considers a number of recovery priorities that support the vision of the Dementia Action Plan (DAP) and aligned to the four themes: accessible, responsive, journey, partnership and relationships consisting of the 20 standards wrapped around the person, setting out alignment to the aims of the programme below:

Dementia Aim 5 – ‘Living as well as possible, for as long as possible with dementia’ aligns to:

- 3. Protecting rights / person centred approach
 - 3.1 Post diagnostic therapeutic interventions/rehabilitation
 - 3.3 Improved hospital care
 - 3.4 Palliative care
- 4. Responding to changes in care
 - 4.3 Mental health support

Dementia Aim 6 – ‘The need for increased support’ aligns to:

- 3. Protecting rights / person centred approach
 - 3.1 Post diagnostic therapeutic interventions/rehabilitation
 - 3.2 Support for care homes
 - 3.3 Improved hospital care
- 4. Responding to changes in care
 - 4.2 Support for unpaid carers
 - 4.3 Mental health support

Key Enablers

Workforce Development & Integration

A resilient, skilled and integrated health and social care workforce is critical to the successful delivery of the national models of care. Through a revision of the current resource capacity across the dementia model and alignment across health and social care services, local authorities and third sector will improve retention of staff to ensure the workforce is appropriately trained and upskilled to provide truly seamless, integrated services for the people across the region, aligning to the Strategic Regional Learning and Development Plan.

To provide a straightforward framework that will guide our regional agencies and stakeholders together so they can all feed into and benefit from broad perspectives associated with learning and training for dementia. Development of ‘connector’ roles to be navigators and points of contact as identified in standard 12 of the All Wales Dementia Care Pathway of Standards.

Integrated Planning & Commissioning

To successfully develop and then mainstream the national models of integrated care, DAP and Dementia standards effective whole system planning and/or commissioning across health, social care, housing and wider delivery partners will be critical. By linking in with divisions/organisations a review of all current SLA’s will be undertaken including core funded, partnership funded, WG funded SLA’s. A more regional approach will ensure equitable service provision across the region.

Technology & Digital Solutions

Explore assistive technology to maintain independence for as long as possible for individuals living in their own homes and technology enabled care solutions for those that do require more complex care within the community or an acute setting.

	<p>A key population group as a beneficiary of the assistive technology programme is people living with dementia, their families and carers, focusing on three key areas:</p> <ul style="list-style-type: none"> • Supporting independence in their own home • Providing therapeutic technologies • Technology enabled care for more complex care when needed
Capital Infrastructure	<p>Independent living solutions for people living with dementia to support delivery of</p> <ul style="list-style-type: none"> • Independent living solutions enabled by RIF capital programmes working with a range of partners for example, RSL's etc. • Development of integrated hubs that are dementia specific or dementia friendly • Providing intermediate care capacity that will support reablement of people living with dementia or alternative respite facilities.
Social Value Sector	<p>The third sector are key partners in the delivery of the programme to delivery against the priorities of the Dementia Action Plan and Dementia Standards, support a range of priority areas including:</p> <ul style="list-style-type: none"> • Community based early intervention activity • Support for those with more complex needs • Pre bereavement and bereavement support

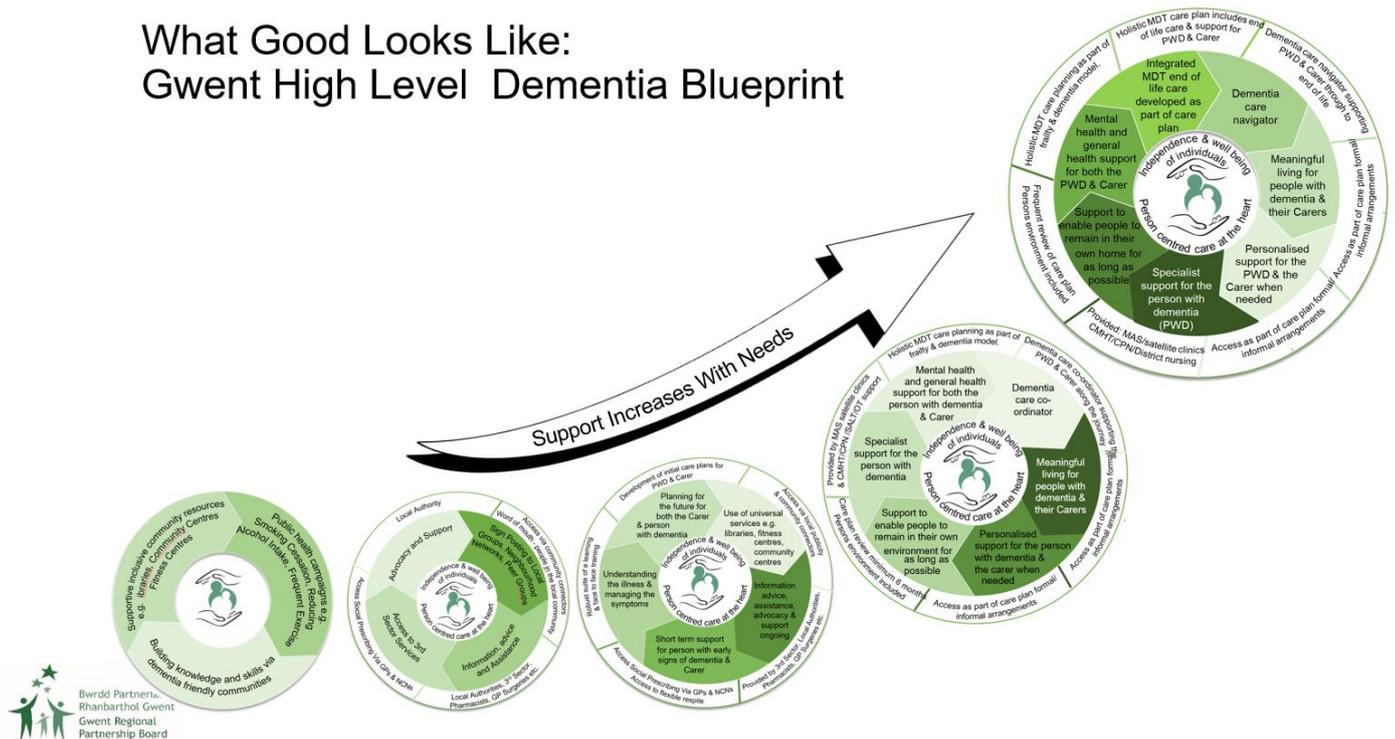
Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		✓
People with Dementia	✓	
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach
<p>A Healthier Wales highlights the improvement of 'better co-ordination of research, innovation and improvement, in pursuit of higher quality and value, and will provide a pipeline of local opportunities which can be further developed into new models of seamless care'.</p> <p>The Regional Integrated Fund (RIF) as an enabler of the programme provides 100% intervention rate (no tapering applicable) to support ongoing delivery of the Dementia Action Plan, to redesign activity through sequencing and transformation of the whole system. Welsh Government have shown a commitment to developing cross-cutting themes to consider a number of recovery priorities that support the vision of the Dementia Action Plan (DAP) and aligned to the four themes: accessible, responsive, journey, partnership and relationships consisting of the 20 standards wrapped around the person.</p>

The 'What Good Looks Like' model below illustrates the services and support required as in accordance to the need. Channelling resources to support new models of care will be consistent with the national design principles that will focus on increased investment in prevention and early intervention as outlined in Healthier Wales.

The model has been developed regionally, however due to the pandemic the implementation has stalled. The development approach will focus on the implementation of the model within the work streams that have been established under the dementia standards.

What Good Looks Like: Gwent High Level Dementia Blueprint



The development of the dementia programme will identify current service alignment of the Dementia Action Plan, providing assessment of service gaps and improvement aligned to the dementia standards, strengthening the system of support to increase support and capacity throughout the whole system. Consideration of RIF revenue and capital as enablers to transformation, alongside core resources. Cross-cutting programmes will provide related support to all strategic programmes where needed formal reporting mechanism into the relevant Strategic Partnership on a regular basis, as described within a governance framework.

The current programme will maintain the existing activity and investment areas whilst the work around the dementia care standards commences and redefining existing activity over the few months as part of the Regional Partnership Board development programme, giving specific consideration to the following:

Living as well as possible, for as long as possible with dementia

- Developing individual advanced care plans
- Maximising physical well-being for example advice and support to keep active, eat well or prevent falls.
- Communication support, such as speech and language therapy.
- Counselling support.
- Introduction to palliative care interventions. These will include the management of pain and other symptoms with a goal of achieving the best quality of life.
- Supporting people in the early stages of dementia to ensure they have the information and opportunity to make decisions about their own future care and support. This should consider lasting powers of attorney¹² and advanced decisions.

- Enabling access to cognitive stimulation programmes, such as teaching and practising memory strategies, which can improve both cognitive function and quality of life.
- Ensuring access to allied health professionals (such as physiotherapists and occupational therapists) and reablement / rehabilitation services to delay loss of skills and maintenance of life roles for longer.
- Enabling access to assistive technology and / or equipment and making adaptations to the environment to maintain or improve a person’s independence, safety and wellbeing.
- Provision of flexible, enabling and personalised respite support.
- Ensuring access to advocacy support.
- Work with social care, health services and housing providers and involve people with dementia, their families and carers to strengthen collaboration on a strategic approach to housing to enable people to stay in their homes.
- Enable housing staff to access to training to assist them to support people with dementia.

The need for increased support

- Have specialist intensive support for a limited period of time, for example from social services, learning disability teams and/or community mental health teams with training and experience in crisis resolution support and meeting complex needs.
- All carers will have reasonable breaks from their caring role to enable them to maintain their capacity to care, and to have a life beyond caring
- Support for the carer can help to prevent crisis and help maintain their own physical and mental well-being as well as that of the person they are caring for.
- Accommodate the needs of a person with dementia when they are in hospital, with flexibility to allow family members to support a person whilst in hospital if they wish.
- When admitted to any hospital, individuals with dementia should have access to effective non-instructed advocacy or an Independent Mental Capacity Advocate (IMCA) and Independent Mental Health Advocate (IMHA) in the most appropriate manner depending on individual circumstances.
- Ensure that the recommendations from the Royal College of Psychiatrists’ National audit of dementia in general hospitals are implemented, including instructing health boards and trusts to adopt the principles of ‘John’s Campaign’.
- Expand the use of Dementia Care Mapping™ as an established approach to achieving and embedding person-centred care for people with dementia and ensure health boards implement ‘Driver Diagram – Mental Health Inpatient Environments for people with dementia’.
- Ensure older person mental health units have agreed care pathways for accessing regular physical healthcare.
- Ensure that access to advocacy services and support is available to enable individuals to engage and participate when local authorities are exercising their statutory duties under the Social Services and Well-being (Wales) Act 2014.
- Ensure the ‘teams around the individual’ discuss the importance of making advance decisions and ensure an agreed palliative care pathway is in place.
- Identify professionals who would benefit from training in initiating serious illness conversations, and provide such training.

Interdependencies

This programme aligns with the connected communities programme, unpaid carers programme and core resource within Older Adult Mental Health Services, Community Resource Teams, and wider general hospital services.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector

£1,555,994	£1,406,976	£0	£149,018	0%	16.83%
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Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	✓
A small element of this funding is supporting care homes; due to ongoing recruitment and retention challenges a new model will be developed to provide support to care homes caring for those living with Dementia.	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	✓
The majority of this programme is funded via the Dementia ringfenced funding.	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP12: Place Based Graduated Care

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
	✓			✓	✓

Programme Summary

This programme focusses on providing right sized community services supporting people to maintain independence with seamless care delivered closer to home, allowing individuals to achieve their personal goals. Provided through two interlinked workstreams: Bed based intermediate care is provided in each of the Local Authorities through a series of Step Up / Step Downs services. These are supported through Community Intermediate Care schemes that focus on maintaining independence and improving the quality of life of those returning home following a period of care.

Supporting the implementation of the D2RA Framework, the capacity enabled through this programme is intended to ensure people will only be in hospital if acutely unwell, maximising hospital capacity for people who require acute care and assessment, and will aid efficient flow through hospital and community services, with capacity being utilised for the right person at the right time. This programme directly supports the Improving System Flow programme.

‘Right sized’ community services supporting people to maintain independence with seamless care delivered closer to home, allowing individuals to achieve their personal goals and a true quality of life. The model will be fit for the future, flexible to adapt to changing/growing demand.

Community support services will be right sized (with the aim to discharge within 48 hours of being medically optimised, in line with the D2RA measures). Where possible people will be supported to recover in their usual place of residence, accessing community-based care if needed.

Community and discharge support services will be strengthened and redesigned to establish a model throughout the region that provides consistent person-centred outcomes, in line with the principles of A Healthier Wales and the Discharge to Recover then Assess model.

Intended Outcomes

Person Centred Outcomes	
	<ul style="list-style-type: none"> ▪ People will not be unnecessarily referred to long term care due to deconditioning/delayed intervention ▪ People’s experience will be optimised, being fully informed and supported in achieving their personal goals ▪ People will not experience harm associated with deconditioning during avoidable time in a hospital bed

	<ul style="list-style-type: none"> Through early transfer to reablement pathways the outcomes of recovery and reablement will be maximised, with people being supported to be as independent as possible
System Outcomes/Benefits	<ul style="list-style-type: none"> Reduced statutory services demand due to a reduction in avoidable deconditioning/deterioration Reduction in people referred for long term care due to early intervention maximising capacity for people who require long term care People will only be in hospital if acutely unwell, maximising hospital capacity for people who require acute care and assessment There will be efficient flow through hospital and community services, with capacity being utilised for the right person at the right time

Baseline Position

Intermediate care is currently provided through two interlinked modalities. Bed based intermediate care is provided in each of the Local Authorities through a series of Step Up / Step Downs services. These are supported through Community Reablement schemes that focus on maintaining independence and improving the quality of life of those returning home following a period of care.

The Place Based Graduated Care Programme is underpinned by the D2RA (Discharge to Recover then Assess) Model which provides a framework for integrated planning and delivery of community and hospital services. There are 5 pathways aligned to community-based care supporting admission avoidance and early discharge, as outlined in Figure 1 below:



Figure 1: Home First: The Discharge to Recover then Assess model (Wales) – 2021

Quarterly reports are currently submitted for five key D2RA measures. Summary data for January 2021 – December 2021 is outlined below. In order to collect accurate information integrated data systems are required, which aligns with the Integrated Data Development Programme.

Measure 1: Number of People transferred on to each D2RA Pathway

Pathway 0	Pathway 1	Pathway 2	Pathway 3	Pathway 4	Total
2163	2125	3262	194	143	7887

Measure 2: % of those transfers that took place within 48 hours of the decision being made (that they were ready for transfer from hospital to this pathway for supported recovery and assessment)

We are currently unable to provide this information by pathway. Figures are provided from complex list discharges (all pathways including D2RA), indicating 76% of patients are discharged from hospital within 48 hours of being 'medically fit' between January 2021 and December 2021, as shown in the table below:

Number of individuals discharged within 48 hours of being medically fit	Total number of discharges	Percentage of individuals discharged within 48 hours
17245	22780	76

Measure 3: % people transferred to a D2RA Pathway with a co-produced recovery plan in place

A mechanism to capture this information is to be developed as part of ongoing work

Measure 4: % people transferred out of the D2RA Pathway to their usual place of residence

Pathway 0	Pathway 1	Pathway 2	Pathway 3	Pathway 4
tbc	65%	54%	59%*	tbc

*Data currently does not include community hospital beds

Measure 5: % people readmitted to hospital within 28 days

Pathway 0	Pathway 1	Pathway 2	Pathway 3	Pathway 4
tbc	tbc	5%	6%	13%

Key Enablers

Workforce Development & Integration	Linking with the workforce development programme a recruitment, retention and training plan will be developed to support a resilient and right sourced workforce for Place Based Graduated Care supporting, reviewing skills needed for example Occupational Therapy capacity.
Integrated Planning & Commissioning	An overview of SLA's will be undertaken as part of the Improving System Flow programme to identify third sector services supporting discharge.
Technology & Digital Solutions	The use of assistive technology to support independence at home will be explored in conjunction with the Assistive Technology Programme, which will in turn support admission avoidance or early discharge. Shared information between services will support the goal of integrated working, and seamless care for the individual.
Capital Infrastructure	Accommodation based solutions such as rapid home adaptations to aid discharge, independent living facilities with integrated wrap around care and purpose-built intermediate care facilities will be considered.
Social Value Sector	The Third Sector will be key partners supporting the Place Based Graduated Care Programme to achieve optimal person-centred outcomes. Through SLA's Third sector services currently support hospital avoidance and patient discharge, including providing some intermediate

care services, which will be reviewed and expanded upon as part of the programme.

Priority Population Groups

	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs	✓	
People with Dementia	✓	
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		
People with emotional and mental health wellbeing needs		
People with Learning Disability and Neurodevelopmental conditions		

Development Approach

The Place Based Graduated Care Programme aligns with the Home from Hospital model of care, the six goals for urgent and emergency and urgent care (Goal 6 - Home First Approach and reduce the risk of readmission) and the Home First: Discharge to Recover then Assess (D2RA) model. The programme focuses on the community infrastructure to support patients to be discharged from hospital once acute medical treatment has finished and to recover in the community, prior to any long-term decisions about care being undertaken.

The Place Based Graduated Care programme is closely interlinked with the Improving system Flow Programme as part of a Whole System Approach supporting the Home from Hospital model of care. The Improving System Flow programme supports pathways 0 and 1, along with discharge co-ordination.

The programme supports the four key principles of the D2RA model:

1. Think 'Home First' and keep the individual at the centre of all discharge considerations.
2. Balance risk and agree co-produced, clearly documented plans.
3. Have the community services infrastructure in place
4. Communicate.

A phased approach will be taken for the Place Based Graduated Care programme. During the first year the capacity for community services and infrastructure to support discharge will be co-produced and redesigned. Areas of work that are providing good outcomes for individuals will be embedded, and a new model for graduated discharge support throughout the region will be developed. A benefits realisation plan will be developed to ensure that the programme is providing good person-centred outcomes for individuals based on What Matters to You conversations. During the following years of the programme the new model for discharge support will be implemented and evaluated to ensure the programme is working optimally to support person-centred outcomes for people in the Gwent region.

The programme will work to support pathway 2 (recovery at home) by mapping capacity in community services, that support hospital discharge and admission avoidance, including current SLA's and those that are not directly commissioned by health and social care (in line with the Improving System Flow Programme). This will allow good practice to be identified and shared across the region, as well as any gaps in the system to ensure equity across the region. This work will also consider capacity for pathway 4 (in reach recovery support to a patient's current care home). Interlinking with the Assistive Technology and Capital programmes consideration will be given to how

assistive technology and rapid home adaptations can help people recover and remain/regain independence once discharged from hospital.

The programme will also refine and redesign the model for pathway 3 (bedded intermediate care services). Step up/Step Down beds are currently available in each locality, however a review will be undertaken to identify any gaps or areas of good practice. Working in conjunction with the Capital programme a review of the development of further intermediate care facilities will be considered. Transfer to the pathways will be based around What Matters to Me conversations. Where bedded intermediate care is required there will be a continued focus on people being transferred and supported to recover at home as soon as possible.

Working in line with the rolling engagement strategy to be undertaken as part of the Improving System Flow programme of work it is the intention to raise awareness of staff of the community options available for individuals, supporting conversations with individuals and their families and ensuring a patient's pathway is seamless as they move to different areas for support.

The Place Based Graduated Care programme will work and interlink with other core workstreams that are being undertaken such as the COTE/Frailty pathway review, and the Direct Admission pathway

Interdependencies

The Place Based Graduated Care programme is closely linked to the Improving System Flow Programme as part of a Whole System Approach supporting the Home from Hospital model of care. It also links with the Unpaid Carers Programme, supporting Unpaid Carers and those cared for through hospital discharge.

The work of the Integrated Data Development Programme, Workforce Programme and Assistive Technology Programmes will be key enablers in supporting this Programme.

The Place Based Graduated Care Programme also links with core workstreams that are being undertaken such as the COTE/Frailty Pathway review and the Direct Admission Pathway.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£8,874,497	£6,394,640	£0	£2,479,857	0%	0%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	<p>This refreshed programme will introduce streamlined and seamless pathway of care, enabling care closer to home. A model of graduated care will be established across the region, providing consistency and shared understanding of the community care available. Mechanisms to understand capacity across the system, and support effective care planning will closely align with the redevelopment of the Improving System Flow programme.</p>	✓
Element 1 – Acceleration funding year 2		
N/A		
Element 2 – Embedding funding year 1		
N/A		

Element 2 – Embedding funding year 2	
N/A	
Element 2 – Embedding funding year 3	
N/A	
Element 3 – Legacy fund	
N/A	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	
N/A	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP16: Transition

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
	✓	✓	✓		

Programme Summary

The programme will focus on the development a regional transition strategy to ensure a whole system approach to the planning and support provided to children and their families experiencing transition. Whole system mapping will be undertaken to ensure opportunities and bottlenecks are address, and learning responded to across the system.

The ethos of the programme is to foster independency over dependency; ensure the system works well enough so different needs of the individuals across adult and child services are met.

Intended Outcomes

Person Centred Outcomes	<ul style="list-style-type: none"> ▪ People will feel supported and fully informed when transitioning between services ▪ Individuals have access to equitable services and adequate specialist support. ▪ Develop a clear pathway of support through transition. ▪ Individuals care and treatment continues, with no unintended deterioration in their personal health or wellbeing ▪ People’s health and social care needs are fully met, with no-one ‘falling through the gaps’
System Outcomes/Benefits	<ul style="list-style-type: none"> ▪ Staff will be upskilled and fully aware of pathways/processes for transition and are empowered to support people on their journey ▪ Through ensuring individuals transition smoothly and care is ongoing there will be no ‘unexpected’ future demand due to deterioration of conditions. ▪ The system demonstrates quality and synergy of transition services ▪ Transition to be viewed as a priority throughout the system and not just an afterthought.

Baseline Position

Becoming an adult isn’t just an event, it’s a process full of decisions and lots of changes. For young people getting support from healthcare services, the move from child services to adult services is part of this process. (Transition

Handover & Guidance WG 2020); Young people are all different, they all grow up in different ways. So, the best time for a person to move to adult services could be different to someone else. It's not just about age, it's about being able to show that a person:

- Understands their care needs
- Understand what needs to happen
- Can give consent

Joining up and integrating services is a challenge, for example, when people leave school or college, support may vanish. When services are not available, and a person's needs are not being met, this can result in escalation of the original presenting issues forcing them to access primary/emergency services. The transition programme will be further developed to help prevent and relieve pressures on primary services and make sure that the services offered are joined up, consistent and equitable for all, across the Gwent Region.

From extensive early scoping work in the development of this programmes a number of barriers to streamlined transition arrangements have been identified.

It is perceived that there is currently a level of duplication within transition, the main egress that arises is the duplication or repeated assessments an individual must complete whilst navigating the transition service, resulting in 'Assessment Fatigue'. Complex cases also don't neatly align with one single pathway, which impacts the number of processes currently undertaken; this is an example of one of many areas of variation within current transition arrangements across statutory agencies within Gwent.

Organisations in Gwent have a varying degree of dedicated process and capacity for transition; some areas having a more generalist approach where transition is part of wider working, or other areas where dedicated staff and/or small teams support this specific cohort of individuals.

Key Enablers	
Workforce Development & Integration	<ul style="list-style-type: none"> ▪ An understanding of current transition resource and requirements for additional staff to support transition will be developed as part of the mapping and planning phases. ▪ Upskilling staff to enable better retention. ▪ Embed appropriate training with workforces in strategic/ operational levels. ▪ Revision and agreement of current resource with exploration into alignment across services, throughout health, social care, education & housing ▪ Established connectivity between health, social care, housing & education workforces to ensure a coordinated response for families.
Integrated Planning & Commissioning	<ul style="list-style-type: none"> ▪ Delivering on the developed strategies to undertake transformation of the transition services. ▪ To work on the ground at grass roots with services to help them develop and implement any changes laid out in the strategies. ▪ Implement an integrated approach across services and organisations to ensure individuals, their families and carers are given the right equitable support throughout transition. ▪ Working with organisations to commission and implement the suite of services agreed to take forward.

	<ul style="list-style-type: none"> Revision of current SLA's - By linking in with divisions/organisations a review of all current SLA's will be undertaken including core funded, partnership funded, WG funded SLA'.
Technology & Digital Solutions	<ul style="list-style-type: none"> Explore integrated data systems that would assist shared transition planning across agencies. Expand and exploring opportunities of assistive technology that may benefit transition and may help promote independence for individuals in the transition service.
Capital Infrastructure	<ul style="list-style-type: none"> Regional facilities providing support during transition, to develop independent living skills, training flats, etc.
Social Value Sector	<ul style="list-style-type: none"> The Social Value Sector will be a key consideration of available and future transition support. Where an integrated MDT approach to transition will be developed through the course of the programme.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		
People with Dementia		
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		✓
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions	✓	

Development Approach
<p>The future vision as set out in A Healthier Wales (2018) focuses on a 'Whole System Approach' to health and social care' focused on health and wellbeing and preventing illness. The ambition in line with A Healthier Wales (2018) & Learning Disability Improving Lives (2018), is to strengthen services across all sectors for individuals their families, and carers, navigating the transition services by increasing community integration and improving planning and funding systems, to reduce preventable health inequalities making sure they have access to equitable opportunities and can take more responsibility for their own health and wellbeing, through the 'whole system approach'.</p> <p>We know that points of transition and change can be anxiety provoking, so ensuring we support these points are crucial especially when children's services are starting to align in this way. The continuity of experience and sequencing of interventions we provide need to be joined up, so the system doesn't make things worse for people in the long term.</p> <p>In transition we are trying to foster independency over dependency but in order to do this we need to ensure the system works well enough so that all the different needs of the individuals across adult and child services are still met.</p>

Using the 5 principles set out in the 'Moving from children's to adult's services handover guidance (2020)', we will work with all services engaged with young people expiring transition so that processes are consistent and seamless. Through mapping current services and developing the strategies to implement effective change throughout the transition system. we will improve collaboration efforts with other organisation and enhance our information sharing which will help ensure that the needs of the people are identified early, and the right support is put in place to produce positive outcomes. (Additional Learning Needs [ALN] Act 2018).

- 1 Listen to young people and put your needs and wishes first.
- 2 Focus on early and easy access to care and support, especially for young people in crisis, with a disability or disadvantage.
- 3 Work with other services to meet young people's needs.
- 4 Give young people all the information they need to make decisions.
- 5 Give young people feedback and confidence by showing strong planning, monitoring and leadership.

The programme will be developed and implemented within three phases:

Phase 1 – focussing on system mapping, benchmarking, and research, which will be undertaken to map out current transition resource available within the system. Evidence will be captured as to how the system for transition is configured within each service area, where the gaps in services occur and identify where bottlenecks may exist as barriers to seamless transition.

Evidence gathered will be collated and reviewed and the findings will be written up and shared with relevant key stakeholders. Current standard operating procedures (SOPs), policies and procedures will be gathered and reviewed from each organisation as each area has their own policies to follow which makes transition across services difficult to navigate. It is the plan to create an overarching strategy for transition where there are streamlined SOPs, policies and procedures dedicated to transition.

Phase 2 – Will focus on areas for improvement, which will then feed into the development of the proposed strategies for; transition between children and adults service and for vulnerable adults who fall between services as they don't meet the relevant criteria for a particular service. This will outline and shape how the changes will be taken forward and create the vision of how transition will work in the improved model.

The strategies will be coproduced with key stakeholders and all areas and aspects highlighted for change or realignment will need to be agreed and signed off by all involved before moving on to the next phase.

Consultation will take place with individuals once the strategies have been developed for agreement and sign off. Agreement across services and from all stakeholders is paramount to the success of creating a seamless transition service so that individuals feel empowered and involved in the changes that will take place.

Within this phase we will explore the opportunities of utilising any new technology and assistive technology that can support the transition process and future independence.

Phase 3 - Implement the changes needed to ensure a seamless transition strategy is adopted across the region and any necessary reengineering of the transition system is undertaken.

A nominated service area will be identified so that a Deming cycle can be implemented so change and realignment can be carried out on a smaller scale so that the proposed changes can be documented to measure the impact of the changes and the reengineering of the services. By doing this we can review the outcomes of the small scale changes and reengineering and make any necessary adaptations to the process of change prior to wider implementation.

An implementation plan will be developed to ensure sequential adoption of change across all transition services.

A communication tool will be produced for signposting and to raise awareness of services. Throughout the process there will be review gates allocated for analysis and to sense check all findings and documentation and progress.

Within transition there will be an awareness of the children and families' services and how they work under the nest framework. The shared value base this framework provides helps to focus services on the same priorities that are person led and person centred.

Interdependencies

NEST implementation plan
Children services across health and social care
Assistive technology programme
LD wellbeing programme
Emotional and mental health wellbeing programme

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£509,471	£366,904	£0	£142,567	0%	0%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	✓
Capacity was initially enabled via the Integrated Care Fund to introduce dedicated transition works in parts of the region. This programme has a new focus to develop a regional transition strategy, and an agreement programme of transformation to align/re-engineer the system to implement seamless transition pathways.	
Element 1 – Acceleration funding year 2	
N/A	
Element 2 – Embedding funding year 1	
N/A	
Element 2 – Embedding funding year 2	
N/A	
Element 2 – Embedding funding year 3	
N/A	
Element 3 – Legacy fund	
N/A	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	
N/A	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP17: Assistive Technology

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓	✓	✓	✓	✓	✓

Programme Summary

The Assistive Technology Programme seeks to maximise the use and impact of Technology Enabled Care solutions to improve health and wellbeing outcomes, maintain independence for as long as possible, and support transformation of models of care.

The programme will facilitate development and sharing of learning across the partnership, supported by an evaluation framework to ensure future investments and expansion of Technology Enabled Care solutions are made in the right areas with impact and learning maximised.

The programme provides the space and capacity to capture, promote and deliver evidence-based AT products consistently across Gwent and explore, with all sectors, how technology can transform and support the delivery of technology-enabled care which based around the person.

Maximise the use and impact of Technology Enabled Care solutions to improve health and wellbeing outcomes, maintain independence for as long as possible, and support transformation of models of care.

Develop and share learning in partnership, supported by an evaluation framework to ensure future investments and expansion of Technology Enabled Care solutions are made in the right areas with impact and learning maximised.

Provide the space and capacity to capture, promote and deliver evidence-based AT products consistently across Gwent and explore, with all sectors, how technology can transform and support the delivery of technology-enabled care which based around the person.

Intended Outcomes

Person Centred Outcomes

- People will have various AT products available depending on their needs
- People will be supported to remain independent and at home where possible
- AT considered as part of individual care plans
- Supporting people early to ease condition development and improve familiarisation with AT products

	<ul style="list-style-type: none"> ▪ Improving access to assistive technology and/or equipment and making adaptations to the environment to maintain or improve a person’s independence, safety and wellbeing
<p>System Outcomes/Benefits</p>	<ul style="list-style-type: none"> ▪ Awareness of AT products for specific conditions and prevention ▪ Evaluation Framework ▪ Local, regional and national AT collaboration ▪ Central Resource including AT product database ▪ Shared knowledge and good practice ▪ Development of digital skills, inclusion and confidence ▪ Re-imagining the delivery of care using AT ▪ Awareness of new AT products and developments ▪ Improved digital skills and confidence of staff ▪ Shared vision of AT delivery across Gwent ▪ Pathway development and consideration of AT within care planning ▪ Awareness of ethical/duty of care considerations and the new LPS (Liberty Protection Protocols) ▪ Equity of funding considerations ▪ Good practice sharing and events ▪ Lessons learned ▪ Expanding AT awareness to existing and new networks ▪ Mapping of touchpoints where AT products are prescribed ▪ Consistent documentation to support safe deployment of AT products ▪ Support AT delivery for each county to deliver devices and upskilling staff ▪ Regional showcase events

Baseline Position

Technology continues to play an increasing role within the daily lives of most people. The pandemic further increased the speed of adoption as many people relied on technology to keep in touch, order supplies and access appointments. Technology also plays an expanding role within the provision of care, which has the potential to both improve the quality of life and the delivery of care. While AT is not new it is advancing and evolving quickly with significant opportunities to transform how support and care are provided.

It is crucial that knowledge and learning are shared, that new ideas are embraced and evaluated to ensure that the people of Gwent are aware, supported and able to use technology that has the potential to significantly transform lives and the provision of care.

Locally, organisations across Gwent continue to innovate and use AT products in ways that are making a positive difference. Over the last four years of AT development within the ICF programme the understanding and potential impact of AT products has grown and the mostly anecdotal impact, encouraging. In the lifecycle of the programme the baseline position is currently in the Discovery phase:



Discovery – Mapping Current Activity / Identifying Stakeholders / Capturing Existing Capacity
 Definition – Co-producing Programme Definition / Establishing Communication Structures / Defining and Agreeing on Strategy
 Delivery – Delivering Strategy / Monitoring Progress / Capturing and Sharing Learning / Providing Platform for Delivery
 Maturity – Platform Used to Continue Delivery and Development / Continued Sharing of Learning / Collaboration across Regions

Key Enablers	
Workforce Development & Integration	AT products are being used across all sectors in Gwent and through existing networks key stakeholders are learning from each other, however, there is not currently a mechanism for integrated planning and commissioning. When considering telehealth, for example, the provision is not currently consistent across all five of the local authority areas.
Integrated Planning & Commissioning	The programme is built on the provision of technology and digital solutions as an enabler to delivery and success.
Technology & Digital Solutions	The social value sector plays a crucial role within the AT space. Housing associations, charities and other organisations all use AT in various ways and are an integral part of the programme. When considering a whole system and person-centred approach they will continue to be an important cog in the wheel of AT delivery and success in Gwent.
Capital Infrastructure	Capital is required to facilitate the testing of AT products and provide the funding required to implement innovative and non-innovative AT solutions. Non-innovative solutions are those available from shops online and offline such as Google, Amazon, Apple and associated connected products that are considered smart.
Social Value Sector	Assistive Technology can only be deployed successfully if there are several components: <ul style="list-style-type: none"> • Workforce digital skills and confidence of the people using them • Awareness of AT products and their use • Quality internet connection where required • Time to integrate AT into the service provided The programme will support the awareness of AT, promote digital skills and confidence while providing guidance and support wherever possible.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs	✓	
People with Dementia	✓	
Unpaid Carers, inc. Young Carers	✓	
Children with Complex Needs	✓	
People with emotional and mental health wellbeing needs	✓	
People with Learning Disability and Neurodevelopmental conditions	✓	

Where applicable, provide details on any additional population groups this programme will support:

Assistive Technology can be specifically designed for a condition, or it can be universal. This programme will look to support and tackle some other population groups in line with the biggest health challenges within Gwent including Dementia, mental health, diabetes and heart disease. The programme will also work with all other regional strategic programmes.

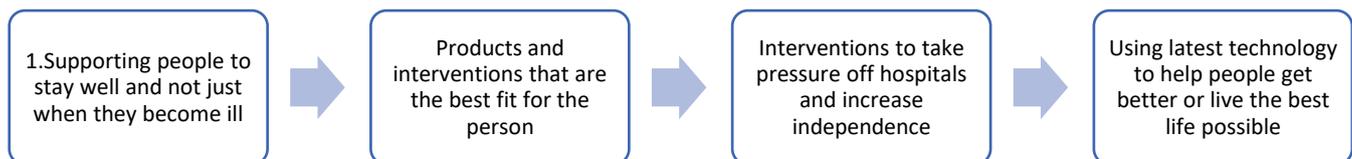
Development Approach

The transformation ambition is to create an AT centre of excellence within Gwent that collates AT information for partners both within the region and outside and inspires AT use. The centre will drive AT innovation, share good practices, and create a testbed to evaluate new products and developments.

At the heart of the programme is the ambition to use technology safely and appropriately to improve health outcomes, ease carer burden and maintain or improve independence. AT can help prevent and support many conditions and health aims, including but not limited to those shown in this diagram:



Assistive Technology supports A Healthier Wales future ambitions for health and social care through the Quadruple Aim:



“We will make Wales a great place to work in health and social care, and we will do more to support carers and volunteers. We will invest in new technology which will make a real difference to keeping people well and help our staff to work better.

Gov.wales. 2019. A Health Wales: our Plan for Health and Social Care. [online]
Available at: <<https://gov.wales/sites/default/files/publications/2019-10/a-healthier-wales-action-plan.pdf>>
[Accessed 16 March 2022]

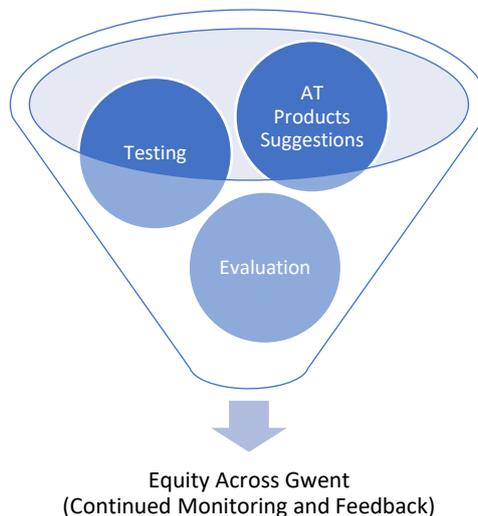
Learning from the use and rollout of AT products previously it is crucial that moving forward, testing, evaluation and development is built into the delivery of the AT programme. The programme will develop a relationship with a research partner, potentially TEC Cymru, to support evaluation.

Value-based health care is a transformation approach to designing and delivering care solutions that offer the greatest value to a person receiving them at the lowest possible cost to health and social care systems.

Life Science Hub Website Accessed 14/03/2022

The value-based healthcare approach will be used when developing and evaluating products to ensure prudent use of any funds available. The programme will

The AT development approach will include key components:



Data-driven

The development approach will be built on data collated from partners across all sectors and what is available in each of the five counties. Mapping of availability and use across Gwent will provide the necessary data to drive decision making and funding of AT products. Where possible, opportunities will be taken to procure jointly.

Measuring Outcomes

Measuring and evaluating outcomes is a key missing cog in the wheel. While there are many AT products available (currently a locally developed database of over 250) not many have been evaluated locally. This has led to a variation in the availability of AT products across Gwent. The programme will measure outcomes of chosen AT products and use this as a basis to roll out to ensure equity of access in all five counties.

Co-production

The Social Services Wellbeing (Wales) Act 2014 and Wellbeing of Future Generations Act 2015 require an emphasis on co-production and the promotion of personal wellbeing.

The sheer volume of AT products available makes it difficult for one organisation to know everything. TEC Cymru, Life Science Hub Wales, Health Education and Improvement Wales are all active within this space and keen to collaborate. Working together will benefit all stakeholders and build a strong AT and Technology Enables Care partnership.

Regional, local and national co-production will be embedded within the development and delivery of the programme. This will be achieved through a Gwent AT Steering Group which currently meets to share existing projects and communicate through appropriate channels including the RPB website and social media and through wider AT networks or groups.

This model of co-production will be used to facilitate conversation and delivery:



The AT programme will work with all programmes and co-produce a plan for each to discover how AT can support delivery.

Interdependencies

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£419,859	£273,895	£0	£145,964	0%	0%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1

A pilot project enabled by the Integrated Care Fund to explore the implementation of single handed equipment, along with use of capital funding to test and implement assistive technologies, this new regional programme provides the structure and evaluation mechanisms necessary to foster



<p>Technology Enabled Care as solutions to maintaining and/or improving independence and and wellbeing.</p> <p>Working closely with the Life Sciences Hub, this programme will support shared learning wider than Gwent.</p>	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Model of Care Investment Proposal

EMOTIONAL HEALTH & WELLBEING

Strategic Vision

To empower individuals to manage their own emotional health and wellbeing, and understand where they can access support and materials, to prevent the escalation of poor emotional and mental health wellbeing.

To have successfully embedded the 8 pillars of the NEST framework across children's services, and to consider its application or similar frameworks across wider service areas; recognising the importance of an individuals informal and formal system of support, to be identified and connected.

Case for Change

Mental health affects everyone as it includes emotional, psychological, and social well-being. It affects how we think, feel, and act. It helps determine how we handle stress, relate to others, and make life choices. Mental health is important at every stage of life, from childhood and adolescence through to adulthood. A quarter of people will experience mental health issues or illness at some point during their lifetime, often facing discrimination and stigma and affecting the people around them.

Research was completed in 2020/2021 by a range of partners from ABUHB, Swansea and Cardiff University, 'The influence of the COVID-19 pandemic on mental wellbeing and psychological distress: A comparison across time'. This research highlighted the impact the pandemic has likely had on psychological wellbeing and the mental health of many people. It was found that there was an increase in clinically significant levels of psychological distress in Wales, particularly in younger adults, women, and those from areas of greater deprivation.

Key Enablers

Integrated Planning and Commissioning	
N/A	
Technology enabled care	
Ensuring digital platforms are maximised to support wider accessibility to self-help materials, resources, and awareness of the network of support available.	✓
Promoting the social value sector	
Ensuring third sector partners are an integral part of our system so we maximise community accessibility as part of the prevention agenda	✓
Integrated Community Hubs	
As described within the Connected Communities programme	✓
Workforce development and integration	
<ul style="list-style-type: none"> ▪ Ensure training with workforces in strategic/ operational levels around the NEST framework and their contribution to the whole system. ▪ Adopting the Connect 5 Foundation Tier training programme across all sectors, supporting recipients of training to identify their own wellbeing needs, and support peers. ▪ Collaborating to establish ways we can collectively promote good Emotional Health and Wellbeing. 	✓

Priority Population Groups			
	Primary Beneficiary	Secondary Beneficiary	DAP
Older people including people with dementia			
N/A			
Children and young people with complex needs			
Children will understand the support available to them, and their support networks will embody the principles of the NEST framework ensuring a holistic approach to a young person's care needs, and support available to both the child and their trusted adult when needed.	✓		
People with learning disabilities and neurodevelopment conditions, including autism			
N/A			
Unpaid carers			
N/A			
People with emotional and mental health wellbeing needs			
All individuals, including the vulnerable cohorts identified within guidance, will be empowered to manage their own emotional and mental health wellbeing needs via a range of resources and materials.	✓		
Other beneficiaries			
N/A			

Total programme cost and match funding					
Total cost of programme	Welsh Government contribution	Partner monetary match	Partner resource match	% support for unpaid carers	% for social value sector delivery
£1,908,927	£1,677,683	£0	£231,244	0%	45.13%

Programme management resources to be confirmed.

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP05: Children’s Emotional Health & Wellbeing

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓		✓			

Programme Summary

Building on the success of the Iceberg Programme, this refreshed programme focusses on reviewing local innovation and scaling up good practice to a regional level. It will improve alignment of current services to ensure sequencing of intervention that’s driven by need and enhance our Single Point of Access system to embed our ‘no wrong door’ principle across the whole system.

Addressing the above will ensure early and right support will help our children/young people fulfil their life potential and become resilient adults.

A seamless and more ‘joined up’ mental health and emotional wellbeing system that has a focus on early intervention, therapeutic support and prevention.

Reviewing local innovation and scaling up good practice to a regional level.

- Improve alignment of current services to ensure sequencing of intervention that’s driven by need.
- Enhance our Single Point of Access system to embed our ‘no wrong door’ principle across the whole system.

To move beyond our current ‘known’ setup of health, social care and third sector working in partnership towards a wellness system that isn’t just about service delivery, but reflects what matters, with enough flexibility to meet the needs of people moving through it.

Intended Outcomes

Person Centred Outcomes	Early and right support will help our children/young people fulfil their life potential and become resilient adults.
System Outcomes/Benefits	Establish a whole system response that prevents duplication and escalation.

Baseline Position

The original purpose of the ‘Iceberg’ programme was to redraft the landscape of multi-agency provision to support the mental health and emotional wellbeing of children, young people and their families across the greater Gwent region. In line with the principles set out in *A Healthier Wales*, the programme aimed to introduce a transformative, high-value, evidence-driven and seamless system of community-based care and support with

multi-agency collaboration at its heart. The model aspired to deliver a whole-systems approach from early intervention and prevention through to highly specialist provision.

The programme was based on the 'Iceberg model', a conceptual framework grounded in key principles:

- Culture change: the recognition that all services and front line staff have a significant part to play in prevention and intervention (at all levels, from early help to highly specialist intervention) with our most vulnerable children and families.
- Moving from a 'refer on' to a 'support in' culture: supporting the existing relationships in a child's life, as these can make the biggest difference, by making specialist clinical expertise more accessible to the adults best-placed to support children and effect change.
- Ensuring that support for children is grounded in psychological understanding, with emphasis on the importance of relationships and ACEs.
- Partnership working: planning service developments in partnership and moving at a 'casework' level from 'silo', single-agency responses to co-ordinated, multi-agency approaches.

Regarding key resources and activities, the Transformation Grant resource was used to implement a number of inter-connected workstreams, which complemented other core- and grant-funded initiatives:

- Platform 4YP, a peer support service;
- the Family Intervention Team (FIT), providing brief, psychological formulation-based interventions;
- Gwent Community Psychology (GCP), supporting culture change and improving access to specialist 'support in' for frontline staff;
- the provision of 'drop-in' support clinics by School Nurses;
- Gwent Parent-Infant Mental Health Service (G-PIMHS), providing support and training to early years staff as well as direct therapeutic provision;
- the whole-schools approach team (WSA), supporting whole-school approached to improved mental health and wellbeing;
- regional leadership roles for My Support Team (MyST), a mental health service for children looked after in Gwent; and
- Capacity to support the Gwent Single Point of Access for Children's Emotional wellbeing (SPACE-Wellbeing) model.

The following provisions have now been developed sufficiently that they are now core funded by Health and/or Social Care, including;

- Gwent Community Psychology (GCP), supporting culture change and improving access to specialist 'support in' for frontline staff;
- the provision of 'drop-in' support clinics by School Nurses;
- Gwent Parent-Infant Mental Health Service (G-PIMHS), providing support and training to early years staff as well as direct therapeutic provision;
- the whole-schools approach team (WSA), supporting whole-school approached to improved mental health and wellbeing;

Core capacity to support the Gwent Single Point of Access for Children's Emotional wellbeing (SPACE-Wellbeing) model (although due to the spike in referrals because of the COVID 19 pandemic, referrals have increased significantly leading to a need for additional capacity).

PNA feedback on what we can do to improve wellbeing in Gwent in the future highlighted schools as a tool that can be utilised by local communities for groups to meet and more community classes to be held. Schools are very much seen as a positive way to engage with our local residents too. It was also suggested more youth activities will help improve mental wellbeing of teenagers.

The PNA identified children and young people in contact with the youth justice system may have more health and wellbeing needs than other children of their age. They have often missed out on early attention to these needs. They frequently face a range of other, often entrenched difficulties, including school exclusion, fragmented family relationships, bereavement, unstable living conditions, and poor or harmful parenting that might be linked to parental poverty, substance misuse and mental health problems.

For vulnerable children and young people, wellbeing is about strengthening the protective factors in their life and improving their resilience to the risk factors and setbacks that feature so largely and are likely to have a continuing adverse impact on their long term development.

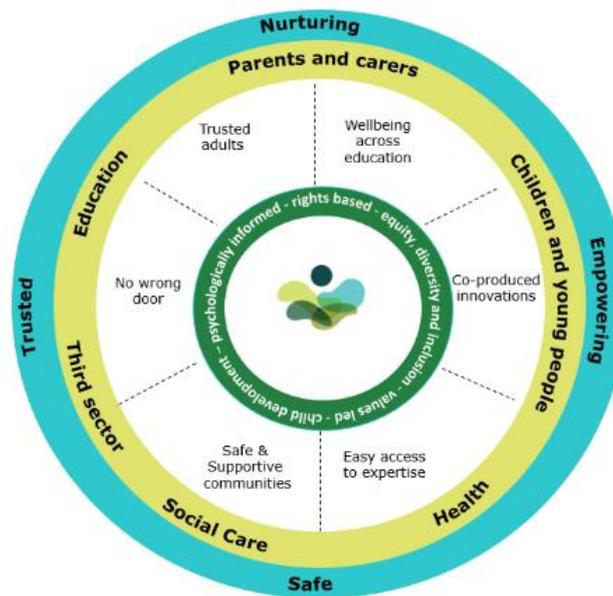
Key Enablers	
Workforce Development & Integration	Ensure training with workforces in strategic/ operational levels around the NEST framework and their contribution to the whole system. Collaborating to establish ways we can collectively promote good Emotional Health and Wellbeing.
Integrated Planning & Commissioning	Revision of current SLA's to ensure consistency and alignment of KPI's with our whole system strategic approach.
Technology & Digital Solutions	NEST tool to create a platform that enables professionals to demonstrate and share good practice.
Capital Infrastructure	Aligns with the work within 21 st Century schools around making environments that flex to the needs of our children and young people. We need to ensure a consistent response to Emotional Health and Wellbeing across Education, Health and Social Care so the principles of our NEST/NYTH framework are reinforced across all environments.
Social Value Sector	Ensuring third sector partners are an integral part of our system so we maximise community accessibility as part of the prevention agenda. As outlined in the NEST/NYTH agenda, safe and supportive communities are an integral pillar to the framework, and our third sector agencies offer those community based services that extend our offer and meet a range of needs.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		
People with Dementia		
Unpaid Carers, inc. Young Carers		
Children with Complex Needs		✓
People with emotional and mental health wellbeing needs	✓	
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach

The Transformation programme enabled us to make significant changes into our Mental Health/Emotional Wellbeing landscape, and has created the foundations for us to build on with the National NEST/NYTH framework. Our 'Iceberg' programme is already aligned with some of the pillars in the framework, and we are committed to building on this and developing a new iteration of this workstream. We know that due to the pandemic, the demand on Mental Health services has risen, and will continue to rise, so our offer in this area needs to be sufficiently flexible to meet the ever changing landscape of need.

To drive this forward using the NEST/NYTH framework, we will be further developing our whole system approach to Mental Health and Emotional Wellbeing.



We have elements of innovative practice such as our 'no wrong door' approach through our Single Point of Access wellbeing panel (SPACE) and our Whole School Approach workstream, but we are now primed for the next stage of development that includes the following elements;

SPACE Wellbeing 'No Wrong Door'

- Using our Transformation Iceberg Evaluation and emerging evidence from our Population Needs Assessment to further develop the 'network' behind the SPACE wellbeing panel door to ensure there are enough options to meet the needs of our population.
- Ensuring an alignment and connectivity with services that are providing support across the wider system such as transition and services for children with complex needs to prevent people falling through gaps.
- Continuing to streamline processes across the region, and sharing good practice within our Regional SPACE steering board quarterly meetings.

Safe and Supported Communities

- Increase the amount of universal and community provision to promote and support individuals taking care of their own Emotional Health and Wellbeing as a preventative approach.
- Establish and embed integration opportunities with community provisions and wider public services.
- Through coproduction develop an understanding of what 'safe and supported' means to our young people and families and implement changes accordingly.

Easy Access to Expertise

- Analysing our local innovative to explore opportunities for services to be further adapted and up scaled regionally, ensuring we align with existing provisions and build in integration from the start.
- Scanning our current landscape to identify areas of improvement and addressing any gaps or sticking points in the system.
- Developing further links between Health, Social Care and Education to ensure equity of access to specialist support when needed.
- Continue to adapt and embed our system to meet the needs of our population, aligning with but not replacing acute Mental Health Services such as CAMHS.

Wellbeing across education

- Aligning services within the wider 'Whole School Approach' agenda to ensure connectivity and clarity around access to support in order to support Educational staff.
- Establish alignment with the 'Health and Well-being' elements of the new curriculum to promote and encourage good Emotional Health and Wellbeing.
- Build confidence and resilience in School staff by ensuring adequate access to support when needed.

Co-produced innovations

- Coproducing with young people new ideas of promoting good Emotional Health and Wellbeing and creating positive feedback loops.
- Work with families and young people to understand any barriers or challenges that might emerge in accessing our services.
- Coproduce solutions around Mental Health stigmatisation and develop innovative practice that really gets to the heart of 'what matters' to our children, young people and families.
- Ensuring learning is developed and shared at a micro, meso and macro level in line with NEST/NYTH principles.

Trusted Adults

- Embedding the principles of NEST/NYTH into our delivery models across the Mental Health Landscape through regular engagement events, building in opportunities to share good practice and finding a way to formally capture our principles in action. By doing this, we are able to build on the culture change we have started through the Transformation Iceberg Programme around how we view Emotional Health and Wellbeing needs.
- Empowering adults around the children and young people in our system by offering support, advice, guidance and training when they need it and in a way that suits their needs.

The COVID 19 pandemic has resulted in an inevitable increase in demand for Emotional Health and Wellbeing Services, now more than ever, we need to be working collaboratively to ensure we meet children and young people's needs in a timely manner to prevent any escalation that may result in more acute service needs.

As reflected above, how we promote Children and Young people taking care of their own Emotional Health and Wellbeing needs is an area that could be strengthened and developed as a form of earlier intervention to support resilience for their future.

Aligns with the Transition, Children with complex needs, care experienced children, complex care and complex needs panels.

Children & Adolescents with Learning Disabilities Service

Adult Learning Disabilities

Child & Adolescents with Mental Health

Adult Mental Health Service.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£1,054,806	£823,562	£0	£231,244	0%	86.47%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	✓
This refreshed programme will support the continued development of a regional system of support for children with complex needs, and the implementation of the NYTH/NEST framework. A regional model of care will be described, and identified on the national NEST digital tool.	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP07: Children’s Workforce Development & Professional Support

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
	✓	✓	✓		

Programme Summary

This programme will act as a catalyst for change to effectively improve the experience and wellbeing of children and in how professionals work with children and young people affected by attachment difficulties and developmental trauma. The mechanism for change will be in providing professionals across Health, Social Care and Education with training on Attachment and Developmental Trauma, providing follow-up sessions to ensure frontline teams are supported in contributing to wider cultural change in their approach with families.

In addition, workforce engagement and development will be undertaken to ensure the principles of the NEST framework are embedded within our ways of working, generating a consistent language and approach in the support and opportunities for children and their networks.

Gwent Attachment Service – Delivers attachment-informed training; a dedicated service to support highly vulnerable children who have experienced complex developmental trauma and disrupted attachment histories. In a move from traditional models of delivery, the service has been developed to offer an indirect model of intervention rather than work directly with the children and their families. It acts as a catalyst for change to effectively improve the experience and wellbeing of children and in how professionals work with children and young people affected by attachment difficulties and developmental trauma.

The service is fundamental to supporting vulnerable children with developmental trauma in line with Iceberg transformation model, creating cultural change to mitigate specialist referrals. The service has been integral in supporting social care and education with children with developmental trauma.

The model of training is attachment-informed, experiential, and skills-driven with emphasis on self-care and staff wellbeing. The model reflects this with efforts taken to ensure that initial training is co-produced with the teams to tailor the programme to their current level of skill and understanding.

The initial training covers five themes over the course of two days, with the aim of addressing the barriers to working effectively with children who have experienced trauma and improving confidence in evidence-based skills. Themes covered are:

Table 1: Schedule of Initial Training

Day 1	<ol style="list-style-type: none"> 1. What is attachment? 2. Impact of developmental trauma and disrupted attachment 3. Implications of attachment difficulties and developmental trauma
Day 2	<ol style="list-style-type: none"> 4. Promoting Change

5. The importance of looking after yourself

Table 2: Schedule of Skills Development

The training is followed up with a series of six, two-hour Skills Development Sessions (SDSs), scheduled approximately one month apart. Based on previous case consultation models, the sessions were developed with the aim of improving knowledge and confidence and reducing worries about working in an attachment and trauma informed way. The sessions are tailored to the team's capacity, wellbeing and existing skills, with different approaches and exercises used to illustrate the key points.

Session	Prominent themes and exercises
1	Recap of the concepts and case formulation
2	Exploring the use of PACE in practice and case formulation
3	PACE responses to difficult statements
4	Shield of shame and case formulation
5	Case formulation and outcome measures

Intended Outcomes

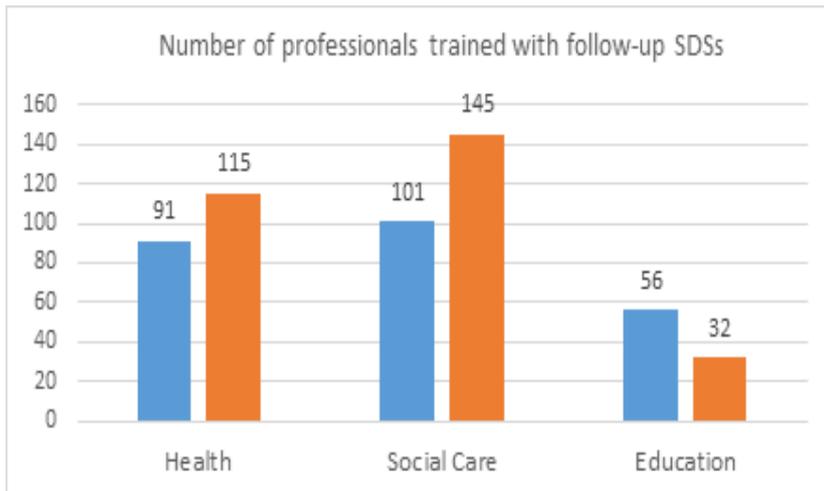
Person Centred Outcomes	A smaller cohort of staff able to support a child's needs where appropriate
System Outcomes/Benefits	Reduction in onward referrals Avoidance of additional waiting lists Professionals feel supported and have increased confidence in managing complex needs

Baseline Position

GAS Performance Outcomes April 2021 – March 2022	Total	
Teams accessing training materials	96	Training sessions provided covered subjects such as attachment & trauma informed leadership, co-producing train the trainer models for foster care groups and connected care groups, attachment informed supervision triad, and research, with a redesign of the education training process.
Training sessions provided (Hrs)	537	
Direct therapeutic work (Hrs)	179.5	

The following is a sample taken from 2018 - 2020: the Gwent Attachment Service have undertaken a total of **47 training sessions**. Of these, **30** were for the initial two-day attachment-informed training and **13** were Skills Development Sessions. The remaining **4** were for bespoke training sessions provided to Guardians, to the Attachment Champion Forum and to Welsh Assembly members.

Graph 1. Professionals Trained across all sectors



Training was extended to **40 teams** across Health, Social Care and Education from across all five boroughs of Gwent. In total, this equates to **540 professionals trained** with follow-up Skills Development Sessions. *Graph 1* shows the number of professionals trained and which partnership area they work in.

Gaps in the information provided by the teams was limited however for the **200** professionals who provided details of their case numbers, it is estimated that over **2837 children would directly benefit** from being cared for in an attachment-informed way

A total of **282 participants** provided **feedback**, the responses were collated into themes, which are; Knowledge and Understanding, Relevance of Training, Training Structure and Delivery, Impact and Benefits to Working Practice, Professional Experience and SDS Structure and Delivery.

98% of all respondents felt that the session provided them with new ideas, or a more helpful way of thinking about the situations they face. **100%** of responses agreed that the experience gained through the training sessions would be useful in their work, with almost all participants (**99%**) stating that their working practices would change following the sessions, and that this would result in positive changes in the child and carer relationship.

All respondents agreed that they had a decreased feeling of anxiety and increased confidence in the skills that they had developed. Almost all attendees (92%) stated that they had quite a lot, or a great deal more understanding of the child and of their behaviour in a way that would make them more confident at approaching complex cases.

Key Enablers	
Workforce Development & Integration	Ensure training with workforces in strategic/ operational levels around the NEST framework and their contribution to the whole system. Collaborating to establish ways we can collectively promote good Emotional Health and Wellbeing.
Integrated Planning & Commissioning	Workforce development will extend to commissioned or third sector delivered services
Technology & Digital Solutions	NEST tool to create a platform that enables professionals to demonstrate and share good practice.
Capital Infrastructure	Principles of our NEST/NYTH framework are reinforced across all environments.
Social Value Sector	As outlined in the NEST/NYTH agenda, safe and supportive communities are an integral pillar to the framework, and our third sector agencies offer community-based services that extend our offer and meet a range of needs.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		
People with Dementia		
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs	✓	
People with emotional and mental health wellbeing needs		
People with Learning Disability and Neurodevelopmental conditions		

Development Approach
<p>Working with all statutory partners, we will identify a system wide understanding of professional support needs and the support already available.</p> <p>The programme will seek to address gaps in provision, and also provide a programme of engagement and organisational development to support both an understanding and implementation of the NYTH/NEST framework and it's 8 supporting pillars. Professionals will be provided with tools and techniques to assess current provision against the NYTH/NEST framework, informing areas where further workforce development may be needed.</p>

Interdependencies
Aligns with all children's services, and regional children's transformation programmes

Interim Financial Model (Year 1 Only)					
Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£200,871	£200,871	£0	£0	0%	0%

Regional Investment Model	
<i>Select the funding element which the project will be set against. Repeat the table and rationale for each project</i>	
Element 1 – Acceleration funding year 1	✓
<p>The learning and success obtained through the Gwent Attachment, has provided an approach that will be built on in this children's services specific workforce development programme.</p> <p>The programme will explore and develop an enhanced model of professional support across health, social care and education, and the provision of dedicated interventions for very complex cases.</p>	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	

Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP15: Enhanced Foundation Tier

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
✓					

Programme Summary

Identified as a key regional priority, this relatively new programme will have a refreshed focus on the following areas:

- Further develop digital and non-digital self-help provision, to be promoted through the Melo brand, focusing on evidence-based, accessible and appropriate resources which target groups of the population at greatest risk of poor emotional and mental wellbeing.
- Rapidly expanding and continuing the quality improvement of the Gwent Connect 5 workforce training programme, to provide our local workforce with the knowledge and skills to improve their own emotional and mental wellbeing, as well as equipping them with the confidence and motivation to have mental health conversations with the communities they serve.
- Ensuring that a proportionate universalism approach is achieved when incorporating key components of the Foundation Tier programme into existing care pathways to maximise their impact on emotional and mental
- Wellbeing of the population.

Deliver transformational change across the whole system to improve population mental wellbeing, and reduce levels of suicide and self-harm, focusing on groups of the population at greatest risk including those disproportionately impacted by C-19.

Identify needs, map and develop assets to provide an enhanced foundation tier of early intervention and prevention, ensuring all local strategic programmes and services maximise their impact on mental wellbeing by incorporating components of the Foundation Tier programme.

Developing accessible and appropriate self-directed resources for different groups of the population at greatest risk of poor mental health & wellbeing Coproduce a culture, set of principles and common approaches to mental wellbeing across all parts of the system .

Intended Outcomes

Person Centred Outcomes	We will empower and motivate the population of Gwent, particularly those communities at greatest risk of poor emotional and mental
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	wellbeing, to practice self-care which will improve and protect their mental health.
System Outcomes/Benefits	We will achieve whole system change by supporting and encouraging our partner organisations to adopt and embed initiatives, developed by the programme, which positively enhance the emotional and mental wellbeing of their workforce and the communities they serve

Baseline Position

Two thirds of people in Wales have said the pandemic has had a negative impact on their wellbeing. People have gone through adverse experiences such as losing their jobs, falling into debt, worrying about their health, and been isolated from friends and families.

Many people feel worse emotionally since the pandemic however it is worth noting that some people in Gwent also said they feel more relaxed in some ways; as life has slowed down for them and they don't have to go out of the house to access some services.

Key Enablers

Workforce Development & Integration	Continued workforce development using the Connect 5 model
Integrated Planning & Commissioning	N/A
Technology & Digital Solutions	Making use of digital platforms to provide accessible resources to empower individuals to management their emotional and mental health wellbeing needs
Capital Infrastructure	Linked to the connected communities programme, hubs and wellbeing centres will be key capital infrastructure to support individuals
Social Value Sector	Continue to develop the relationship with the third sector providing early intervention and prevention services, via the provider network and third sector forum as described in the connected communities programme.

Priority Population Groups

	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		✓
People with Dementia		
Unpaid Carers, inc. Young Carers		
Children with Complex Needs		✓
People with emotional and mental health wellbeing needs	✓	
People with Learning Disability and Neurodevelopmental conditions		

Development Approach

1. Advocate for 'Whole Systems Change' to ensure an integrated approach to promoting emotional and mental wellbeing by collaborating with the local community and partners to maximise the impact of programme.

2. Achieve long-term sustainable improvements in emotional and mental wellbeing by involving community members and partners in understanding and identifying local needs to inform the development of a 5 year strategy.
3. Improve the accessibility, availability and appropriateness of self-help resources and messaging to provide greater opportunity and motivation for individuals to improve their own emotional and mental wellbeing.
4. Provide our frontline workforce with the knowledge, skills, confidence and motivation to improve their own emotional and mental wellbeing as well as supporting the communities they serve.
5. Prioritise reducing inequalities when planning and delivering prevention initiatives using behavioural science to inform actions.

We will do this by:

- Developing local strategies which guide the co-production of action plans with local partners to prioritise improving emotional and mental wellbeing.
- Undertaking ongoing assessment of local needs, including mapping of existing assets, to identify priorities/opportunities to increase the access to, and appropriateness of, initiatives which improve the emotional and mental wellbeing of our population.
- Further develop digital and non-digital self-help provision, to be promoted through the Melo brand, focusing on evidence-based, accessible and appropriate resources which target groups of the population at greatest risk of poor emotional and mental wellbeing.
- Rapidly expanding and continuing the quality improvement of the Gwent Connect 5 workforce training programme, to provide our local workforce with the knowledge and skills to improve their own emotional and mental wellbeing, as well as equipping them with the confidence and motivation to have mental health conversations with the communities they serve.
- Ensuring that a proportionate universalism approach is achieved when incorporating key components of the Foundation Tier programme into existing care pathways to maximise their impact on emotional and mental wellbeing of the population.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£195,250	£195,250	£0	£0	0%	0%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1

This programme is in it's early days of development with progress made in Year 1 (2021-22). Whilst the testing and development is still underway, it is reflected as accelerating until a regional model of support is defined.



Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Model of Care Investment Proposal

FAMILIES STAYING TOGETHER & THERAPEUTIC SUPPORT FOR CARE EXPERIENCED CHILDREN

Strategic Vision

Provide a short, precise summary of the strategic vision for successfully achieving the regional aspirations for [Model of Care]. This should contribute to the wider delivery of 'A Healthier Wales'

To have a sustainable offer of early intervention and prevention services in collaboration with health, social care and third sector services, that can have a longer term impact on the number of children becoming known to statutory services.

In addition, for those children where entering care system is the best option, they will be supported as they transition from the care system as young adults, able to lead independent and fulfilling lives.

Case for Change

As the cohorts of children are distinctly different, the baseline position for both programme reflects the case for change supporting this model of care.

Key Enablers

Select which of the key enablers will maximise the delivery of the programme, using the free text box to describe how this will be achieved

Integrated Planning and Commissioning	
Implement an integrated approach across services and organisations to ensure individuals, their families and carers are given the right equitable support.	✓
Technology enabled care	
Use of the WCCIS programme to provide safe, effective, local, integrated care across social services and community health through a single system and a shared electronic record across Local Authorities and Health Boards in Wales.	✓
Promoting the social value sector	
Working with our third sector partners to increase community provision/access for families and support our coproduction journey. Ensuring our current third sector partners in the EIS stream are closely aligning with the strategic context and direction driven by Social Care and Health Services.	✓
Integrated Community Hubs	
The capital strategic needs assessment will consider the hub developments specific to children with complex needs, that may differ from the wider developments within the Connected Communities programme.	✓
Workforce development and integration	
Establish a connectivity between the workforces in Social Care, Health and Education to ensure a coordinated response for children & families.	✓

Priority Population Groups			
	Primary Beneficiary	Secondary Beneficiary	DAP
Older people including people with dementia N/A			
Children and young people with complex needs Children and their networks will received appropriate support as prevention, early intervention or a transition to independence, to help them realise their potential and lead fulfilling lives.	✓		
People with learning disabilities and neurodevelopment conditions, including autism N/A			
Unpaid carers N/A			
People with emotional and mental health wellbeing needs N/A			
Other beneficiaries N/A			

Total programme cost and match funding					
Total cost of programme	Welsh Government contribution	Partner monetary match	Partner resource match	% support for unpaid carers	% for social value sector delivery
£5,389,684	£3,299,271	£0	£2,090,413	0%	6.06%

Programme management resource to be confirmed.

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP02: Early Intervention & Support

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
		✓	✓		✓

Programme Summary

This programme was developed to reduce and prevent the number of children coming into the care system by creating a whole system cooperative response for families (this includes Health, Social Care, Education and Housing) that is able to be locally flexible to meet needs but has regional consistency to ensure the same level of access and support.

The programme has a focus on ensuring Children and Young People on the edge of care are supported to enjoy the same life chances as others. Families are supported to stay together safely and to improve wellbeing outcomes for children and young people.

Establish an integrated system that works with families to support them staying together safely, and therefore preventing the need for children to become looked after

To provide integrated health, social care, and education support for children and their families at the edge of care that meets their needs and feels 'joined up'.

Identify areas of local innovation to upscale good practice regionally that helps families stay safely together.

Reduce and prevent the number of children coming into the care system by creating a whole system cooperative response for families (this includes Health, Social Care, Education and Housing) that is able to be locally flexible to meet needs, but has regional consistency to ensure the same level of access and support.

Intended Outcomes

Person Centred Outcomes	<ul style="list-style-type: none"> ▪ Ensure Children and Young People on the edge of care are supported to enjoy the same life chances as others. ▪ Support families to stay together safely and therefore improve wellbeing outcomes for children and young people.
System Outcomes/Benefits	<ul style="list-style-type: none"> ▪ Prevent the rise in number of children needing to come into the care system. ▪ Reduce duplication in the system by coordinating multi-agency support.

Baseline Position

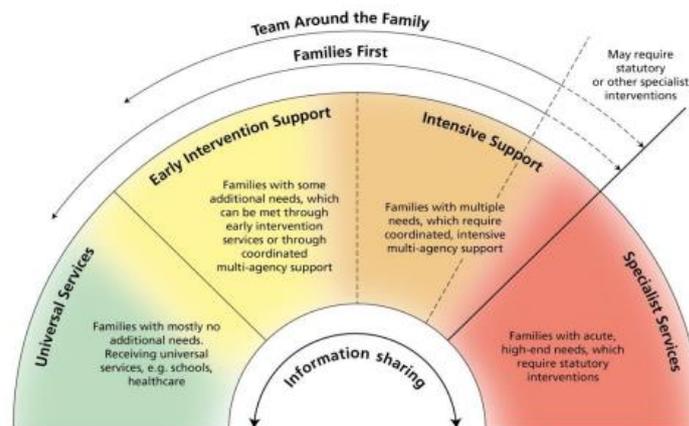
The Early Intervention Service (EIS) funding stream was introduced in the 2019-20 to support children and their families at the edge of care. The projects within this programme aimed to: reduce the number of children entering the care system, reduce the number of those becoming “Looked After”, and help families stay together where possible.

A regional programme emerged that comprised of a series of projects with a shared objective of *“Supporting Children & Families known to Social Services to mitigate, where possible, children entering care and to support family reunification”*

The programme is delivered to all five Local Authorities of the Gwent area, and includes the following delivery elements;

- Enhanced Edge of Care
- Family Group Conferences
- Mediation
- Special Guardianship Order

Diagram 1 – Families First and the continuum of support



It was identified across the regional programme that if adequate prevention services were not available, there would be an increase in Children and Young People who would become ‘Looked After’. Children and Young people coming into care results in an increase of involvement with children’s statutory services and often a need for a complex care package, therefore putting pressure on our Health and Social Care Services and more importantly, impacting the resilience factors and outcomes for our Children and Young people. We know through the research of the ACE agenda, that Adverse Childhood Experiences have a significant impact on people as they grow, following them into adulthood.

As illustrated in the Families First continuum above, there are differing levels of support available depending on the needs of the family. Providing sufficient support in the earlier stages prevents escalation and therefore prevents families moving across this continuum and needing more statutory intervention. Although the theory of this appears straightforward, the complexity of the system and the differing needs of families means this isn’t simple. Families at the edge of care have often had a myriad of different prevention services that haven’t been sufficient to make the sustained second order change that is needed to keep the family together safely. This is exactly why a specialist

Early Intervention stream is needed to work with families in a focused way. Further, a whole system approach to this continuum is vital to ensure gaps don't emerge between services and therefore needs of the Child, Young Person and/or family are not met.

Below demonstrates the data across the EIS workstream so far, and highlights we are heading in the right direction in terms of prevention, however, we need to ensure our system is well coordinated and equipped to meet the needs of our families.

Key Enablers	
Workforce Development & Integration	<ul style="list-style-type: none"> Establish a connectivity between the workforces in Social Care, Health and Education to ensure a coordinated response for children & families. Upskilling staff to enable better retention. Ensure training with workforces in strategic/ operational levels around the NEST framework and their contribution to the whole system. Revision and agreement of current resource with exploration into alignment across services, from health to social care
Integrated Planning & Commissioning	<ul style="list-style-type: none"> Implement an integrated approach across services and organisations to ensure individuals, their families and carers are given the right equitable support. Working with organisations to commission and further embed the children at the edge of care programme. Revision of current SLA's to ensure consistency across delivery partners.
Technology & Digital Solutions	<ul style="list-style-type: none"> NEST tool to create a platform that enables professionals to demonstrate and share good practice nationally. Use of the WCCIS programme to provide safe, effective, local, integrated care across social services and community health through a single system and a shared electronic record across Local Authorities and Health Boards in Wales.
Capital Infrastructure	<ul style="list-style-type: none"> Independency with access to community hubs to give families a single point of access for community-based support. Identify any areas that could benefit from Capital funding and identify opportunities to align capital and revenue resources
Social Value Sector	<ul style="list-style-type: none"> Working with our third sector partners to increase community provision/access for families and support our coproduction journey. Ensuring our current third sector partners in the EIS stream are closely aligning with the strategic context and direction driven by Social Care and Health Services.

Priority Population Groups	Primary Beneficiary	Secondary Beneficiary

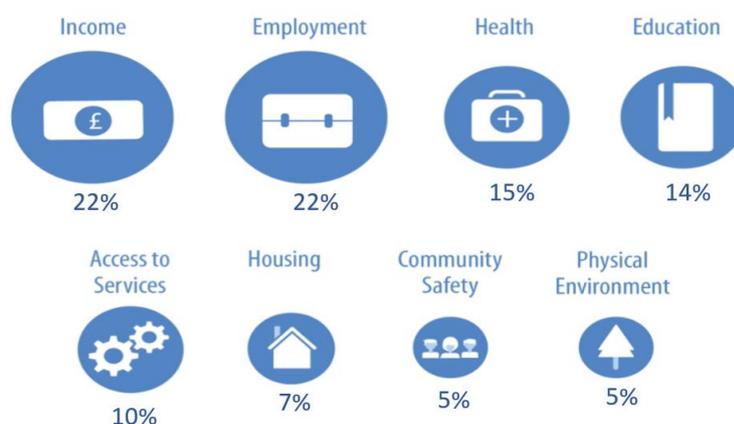
Older people with complex needs		
People with Dementia		
Unpaid Carers, inc. Young Carers		
Children with Complex Needs	✓	
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach

The Social Services and Well-being Act (2014) highlights the importance of providing the right support to people, at the right time, to enable access to an intervention that is the least invasive. Our Early Intervention Service programme has developed local innovative practice that has not only worked in a positive way to support families, but has safely kept families together as underpinned by the principles of a 'Healthier Wales'. As highlighted above, we are now at the next stage of our development that involves further embedding the EIS agenda that will prevent escalation and reduce the number of children coming into care. It's paramount that we take into account the emerging evidence from our previous outcomes and the recent population needs assessment, whilst holding in mind the impact (and ongoing impact) of the COVID 19 pandemic when entering into the new phase of development.

Firstly, we want to establish and understand consistency in our delivery across the region and identify further opportunities to capture how we are able to prevent escalation. We have some evolving good practice locally, and time to share and explore how this works in more detail will not only support us to understand how this translates to a regional footprint, but also supports us to identify where areas of the system might need to be strengthened to achieve our goal of a fully integrated system. Improving the system will ensure that the work aligns with other models of care for example when children have complex health, emotional or care needs, resulting in us being able to provide a seamless and well sequenced approach to families and their needs.

As highlighted above, we know the impact that Adverse Childhood Experiences have on people as they grow, following them into adulthood; this is particularly poignant when we consider the families at the edge of care and the intergenerational trauma factors that will be at play. In Wales there are large differences in healthy life expectancy, across society. We know that poorer communities suffer from higher mental health issues and trauma, where ACEs tend to be more prevalent. The Welsh index of multiple deprivation (2019) cover 8 domains of deprivation as shown in the diagram below.



A whole system approach will look at tackling the wider influences and the social gradient to create a more equitable community provision so that everyone has the same life chances and health outcomes. Reducing this deprivation across society will support the reduction in ACEs experienced by children at the edge of care. Again, aligning with the principles within the 'A Healthier Wales', we understand the importance of children at the edge of care being supported to stay within their family circle where possible to improve their resilience factors, however, we also need to ensure the family environment is sufficiently supported and have to access to appropriate and timely intervention.

We will use the NEST/NYTH framework as our guide to develop this robust whole system approach that responds to the mental health, wellbeing and support service needs for babies, children, young people, parents, carers and their wider family members. The person centred approach will help us to develop a system around all members of the family that are at the edge of care and improve the likelihood of families staying safely together.

By reviewing and further developing the successful practice found throughout the Edge of Care services and aligning these services with the NEST framework; that is designed to fit around the individual and family and not the other way round; we will create and expand a system that is fair equitable, fully integrated, and focuses on what matters, through a joined up, whole system approach. This will benefit strengthening our workforce to be able to support families to stay together and safely reduce the need for children to be looked after by managing risk confidently and effectively.

Interdependencies

Aligns with the Transition, Children with complex needs, Emotional Health and Wellbeing, Complex Care and Complex Needs Panels, and associated core services.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£4,893,794	£2,803,381	£0	£2,090,413	0%	0%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	✓
This programme continues the focus on Early Intervention and Support enabled through the Integrated Care Fund, providing a regional focus on reducing the number of children entering the looked after children system. Embedding the additional capacity and enhanced ways of working is critical to the prevention and early intervention required for longer term system wide impact.	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	

Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project)
SP03: Supporting Care Experienced Children

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
		✓	✓		✓

Programme Summary

Recognising the risk taking behaviours displayed by young people who have experienced trauma, this programme has a specific focus on therapeutic support for care leavers with complex needs, supporting them to fulfil their potential.

The model is implemented using trauma informed approaches to provide therapeutic interventions to minimise risk taking behaviours and ensure care experienced Children and Young People are supported to enjoy the same life chances as others.

Create a seamless therapeutic support and emotional wellbeing system that is able to coordinate around the needs of Children & Young people to support them to fulfil their potential.

Intended Outcomes

Person Centred Outcomes	<ul style="list-style-type: none"> ▪ Ensuring care experienced Children and Young People are supported to enjoy the same life chances as others. ▪ People feel supported and fully informed when accessing services and services are driven by what matters to them. ▪ Access to equitable services with adequate specialist support. ▪ Health and social care needs are fully met, with no-one ‘falling through the gaps’.
System Outcomes/Benefits	<ul style="list-style-type: none"> ▪ Preventing further escalation, reducing duplication and the need for complex health services. ▪ Improved joint-working pathways through systems. ▪ improve planning and funding systems. ▪ Improved community-based support structures . ▪ The system demonstrates quality and synergy of the children with complex needs services.

Baseline Position

A Survey completed by Barnardo’s with care leavers found that 46% were identified as having mental health needs, with 65% of them not receiving any form of statutory support (The Care Leavers’ Association, 2017; Social Market Foundation, 2018) and are between four and five times more likely than their peers to attempt suicide (NYAS, 2019).

We know that the perpetuation of trauma and the failure to support healing where children are already experiencing poverty and inequality is reflected in poor outcomes for many who have experience of the care system (Care Review, 2020a).

Proactive and preventative mental health support is as important when leaving care as much as during, more so when CAMHS or adult mental health services are not always available. Professionals noted (NSPCC, 2015) the limitations in the support they can offer and the time they have to build relationships with care leavers, which can’t adequately deal with issues such as abandonment, trauma from the care system, transitioning into independence at a premature age, and manifestations of childhood trauma in adulthood.

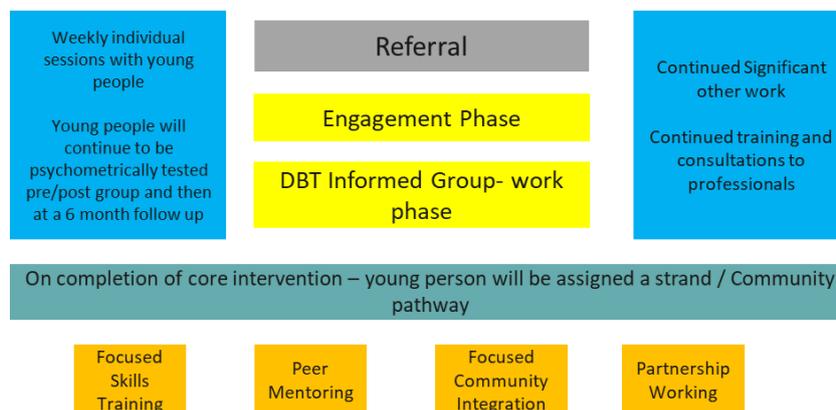
Now more than ever, supporting people’s emotional health and well-being is essential to keeping society healthy and preventing the escalation of health and social care needs. With the impacts of COVID-19, this is further realised with an increasing number of people of all ages, including children and young people, being identified as having emotional health and wellbeing support needs.

The programme for children who are care experienced is comprised of services that improve the emotional wellbeing of young people leaving care across the Gwent region. The model was designed to meet the shared priorities of health, social care and educational partners involved in the care of looked after children through coproduction. The service further supports the workforce within these sectors, providing training to develop and upskill the workforce so that they can support care leavers in a consistent manner. The success of the service relies on the integration of these organisations successful outcomes to support the delivery of a consistent and equitably high-quality service to care leavers across Gwent.

Joining up and integrating services is a challenge, for example, when people leave school or college, support may vanish. When services are not available, and a person’s needs are not being met, this can result in escalation of the original presenting issues forcing them to access primary/emergency services. The programme of services for care experienced children and young people will be built in to help prevent and relieve pressures on primary services and make sure that the services offered are consistent and equitable for all across the Gwent Region.

The service is offered to young people who were in the care system on their 16th birthday, especially targeting those who have experienced significant emotional distress and have developed self-destructive behaviours. The process is laid out in *figure 1* below.

Figure 1. Process of the *Skills for Living Project*



Care experienced children and young people often describe care as something that is done to them, not with them, feeling they have no control over their lives. Being subject to decisions out of their control or perceived abuses of trust can make them wary of engaging with health and care professionals, which in turn can leave issues untreated until a crisis develops.

Referrals to the team are accepted from all Local Authorities and via SPACE wellbeing, as well as young people and their carers. Individuals who are accepted, receive weekly one to one Dialectical Behaviour Therapy (DBT) focused therapy sessions, each lasting up to 1.5 hours. Followed by a 14-week DBT group where they learn the skills with their peers. The groups are a powerful mechanism for the young people to gain support from their peers and realise that they are not alone in feeling intense emotions.

Usually, support is offered for approximately 9-12 months and on completion of the intervention, young people are assigned to a pathway to allow for continued support; this can include peer mentoring or working with partners to provide access to further skills training or employment opportunities.

Between 2018-2019 a total of 115 young people have been referred to the care experienced service for children and young people from all five local authorities. Of these, 98 (85.2%) were accepted by the service and, following the engagement phase had proceeded to attend the group therapy sessions. Where the referral could not be accepted, individuals were signposted to other services that would better meet their needs.

The service has offered a total of 1046 clinical sessions to young people; attendance rates are noted to be continually high with an average contact rate of 78% throughout the lifespan.

The service has engaged with and provided support to carers and families through 33 care leavers support networks. A total of 56 clinical consultations have taken place with additional training provided to a total of 124 health and social care professionals. These continue to be well received by those attending, with personal advisors noting that they felt better in moving forward with the complex cases discussed.

Outcomes following intervention are assessed using the CORE-OM tool; the tool consists of 34 statements where the individual needs to select one of the following: 'Not at all', 'Only Occasionally', 'Sometimes', 'Often' or 'Most of the time' to score how they have been over the last week. A mean average is taken from responses within each domain, with the overall score being of a possible 4 (the higher score denoting a higher level of distress). On average, pre-intervention, young people referred to the project report an overall wellbeing score of 1.85, meaning that they have a high level of distress.

As outlined in the *table 1* below, the average pre-intervention scores indicate that most young people referred to the service show this level of distress across all domains. Following intervention, a significant improvement was seen in the wellbeing, problems, and functioning domains, with the average scores being more representative of the distress seen within the general population and of their peer group.

The exception to this is within the risk domain. On review it is noted that questions within this domain skewed the data slightly, with respondents being asked to rate the frequency in which they thought of self-harm rather than actually harming themselves. The nature of the therapy is such that whilst thoughts of harming are still present, the frequency of doing is reduced and therefore the improvement may not be evident with the score.

Table 1. Average pre-intervention scores

	Wellbeing	Problems	Functioning	Risk	Total	Total (excl. Risk)
Clinical Significant level* (male / female)	1.37 / 1.77	1.44 / 1.62	1.29 / 1.3	0.43 / 0.31	1.19 / 1.29	1.36 / 1.5
Pre-intervention	2.08	2.1	1.64	0.56	1.7	1.85
Post- intervention	1.27	0.7	0.74	0.27	0.9	1.6

(*Responses scoring below the level outlined signifies a clinically significant level of distress relating to that domain)

In practice they should be experts in their own experiences, with a right to contribute to their own mental health care and service developments. NSPCC Wales (2019) state that care experienced children and young people must be involved in the planning and development of services that meets their needs and supports their engagement. So that we are enabling children to express their wishes. Giving them regular opportunities to feed back on the quality of care and support and to help co-design services.

Over 90% of young people reported an improvement in mood, functioning and problem solving, with the 85% of young people reporting a reduction in the risk to themselves or others. This provides assurance that the interventions over a 9–12-month period have been successful in teaching young people to manage their distress in a healthier way, resulting in a positive impact to their emotional wellbeing and ability to cope.

This is a small service area with a wide reach. There is no alternative for children looked after and care leaving young people. The service is a mental health service in which statutory services look to, to provide a specialist mental health assistance to their young people. The service also provides support to the professionals working with young people.

Key Enablers	
Workforce Development & Integration	<ul style="list-style-type: none"> ▪ Upskilling staff to enable better retention. ▪ Ensure training with workforces in strategic/ operational levels around the NEST framework and their contribution to the whole system. ▪ Revision and agreement of current resource with exploration into alignment across services, from health to social care. ▪ Established connectivity between Health, social care & education workforces to ensure a coordinated response for families.
Integrated Planning & Commissioning	<ul style="list-style-type: none"> ▪ Implement an integrated approach across services and organisations to ensure individuals, their families and carers are given the right equitable support. ▪ Working with organisations to commission and implement the suite of services agreed to take forward. ▪ Revision of current SLA's - By linking in with divisions/organisations a review of all current SLA's will be undertaken including core funded, partnership funded, WG funded SLA'.
Technology & Digital Solutions	<ul style="list-style-type: none"> ▪ NEST framework digital tool to create a platform that enables professionals to demonstrate good practice. ▪ Expand opportunities of assistive technology that may benefit care experienced children & young people to help promote independence and make sure there are equitable options for individuals. For example, a focus on the assistive technology arena that can help alleviate the problem of an individual having to repeatedly tell their story constantly. Use of integrated data system such as WCCIS.
Capital Infrastructure	<ul style="list-style-type: none"> ▪ Residential homes- Windmill Farm, Bridgeview. ▪ Identify any areas that could benefit from Capital funding and identify opportunities to align capital and revenue resources.

Social Value Sector	<ul style="list-style-type: none"> Working with third sector & local authority to create an integrated system of provision/access, that builds resilience for care experienced children & young people and enhance community provision. Making sure their voices are heard and needs are met.
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Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs		
People with Dementia		
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		✓
People with emotional and mental health wellbeing needs	✓	
People with Learning Disability and Neurodevelopmental conditions		✓

Development Approach
<p>The landscape of support services for care experienced young people can be a challenge to pull together and standardise due to the fact young people might experience multiple moves from foster homes to care- settings, with some of these moves and placements taking them away from the area they know, their school, friends, and extended family. All of this can have a negative impact on the development of attachment and the experience of trauma and loss, can cause or worsen feelings of anxiety, fear, and instability, and make continuity of mental health services difficult.</p> <p>As outlined within the NEST/NYTH framework, we will be strengthening our ‘Whole System Approach’ for care experienced young people by aligning our Health, Social Care, Education and Third Sector systems to create a wellness cooperative that works together and has sufficiently flexibility to meet the needs of our care experienced population.</p> <p>Through engagement with professionals and individuals, there will be a planned out and sequenced course of action, to embed the services for care experienced children & young people as highlighted for continuation into the future 5-year plan. In line with this piece of work there will be opportunity to develop the expansion of the services highlighted as exceptional, delivering positive outcomes across the Gwent region. This will work towards a prosperous environment where resources will be used efficiently and proportionately as stated in one of the seven well-being goals from the Well-Being of Future Generations Act (2015); developing a skilled and well-educated population, to create consistency and creating a healthier society where wellbeing is maximised, to reduce the negative impacts experienced by care experienced children & young people to get it right.</p> <p>The good practice within the service will be further reviewed for growth/expansion and embedding across the Gwent region. These services currently fall into the bottom red section of the pyramid in the A Healthier Wales 2018 (Diagram Below). These services have demonstrated and evidenced the successful outcomes and positive impact they have been able to make in the lives care experienced children & young people. The expansion is to move these services into a new regional model which will require a whole system approach for successful integration.</p>

Under the policy drivers within the A Healthier Wales (2018); care experienced children & young people will be supported to stay well. The programme will offer a suite of services, working seamlessly together, that will help tackle inequalities that care experienced children & young people come up against when accessing services, help or support.

To drive this forward, using the NEST approach: a whole system approach across health and social care will need to take place, to develop mental health, well-being and support services for babies, children, young people, parents, carers and their wider families across Wales: working in collaboration, using a person-centred approach and bringing support into the community, working towards creating a single system with 'no wrong door' approach so that families get the right help at the right time and in a way that is right for them.

It's not for our children, young people and families to navigate the complex system, this needs to be as accessible as possible to meet needs and prevent escalation. We know that points of transition and change can be anxiety provoking, so ensuring we support these points are crucial especially when children's services are starting to align in this way. The continuity of experience and sequencing of interventions we provide need to be joined up so the system doesn't make things worse for people in the long term.

By using feedback from key stakeholders and expanding the opportunity to utilise new assistive technology through coproduction; will enable us to embed value based healthcare to measure what matters most to people, ensuring that improvement activity is focussed on outcomes.

Some approaches aim to encourage positive mental health and wellbeing and improve the social and emotional skills of the young person. Others offer treatment for those diagnosed with a mental health disorder such as depression or anxiety. Others might offer support and training to foster carers and residential carers. Some programmes look to change how medical professionals or social workers work with children and young people, such as development of a trauma-informed approach among social work teams.

Through sustainable growth and developing community-based models of care that will provide early intervention and prevent the escalation of poor emotional and mental health and wellbeing for children with complex needs, as set out in the Well-Being of Future Generations Act (2015), we can bring about a more equal, cohesive, healthier, resilient, and prosperous society where children with complex needs, families and carers have the same rights and opportunities available to them locally.

Interdependencies

Aligns with the Transition programme, Emotional Health/Wellbeing, Edge of Care, Children with complex needs, Young Carers.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£495,890	£495,890	£0	£0	0%	40.33%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1

Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	✓
This programme continues the dedicated support for care experienced children, enabled through the Integrated Care Fund and Transformation Fund, providing a dedicated approach to reducing challenges/risk taking behaviours. Embedding the additional capacity and enhanced ways of working is critical to the prevention and early intervention required for longer term system wide impact.	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Model of Care Investment Proposal

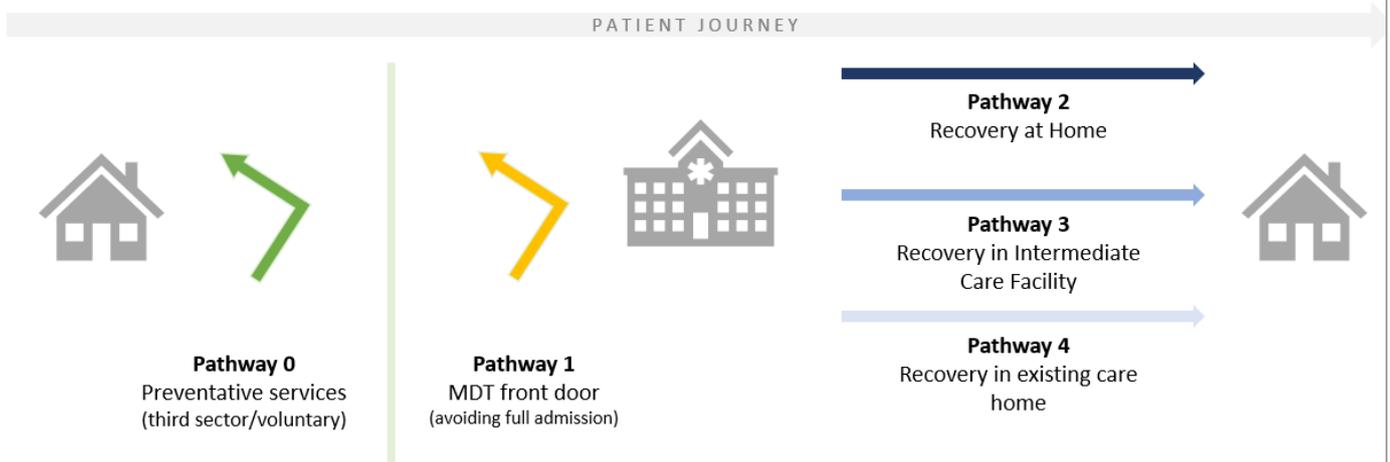
HOME FROM HOSPITAL

Strategic Vision

To have established seamless discharge pathways from district and community hospitals; having consistent resources and processes facilitating discharge planning and co-ordination across the system, and a pull mechanism established from the community.

Case for Change

Whilst the Place Based Graduated Care programme places emphasis on the capacity needs to improve flow through the health and social care system, the ability to efficiently support patients through a period of hospitalised intervention to return home, consistency of pathways, processes and resource will support the embedding of the Discharge to Recover and Assess pathways.



Covid-19 has highlighted the fragility of the system, and the significant number of personnel involved in a person's care planning whilst in hospital.

To support improving system flow, dedicated capacity needs to be correctly placed within the system to be as effective as possible, and have an awareness of the capacity enabled via the Place Based Graduated Care programme that supports care closer to home.

Having this capacity at both the 'front door' and 'back door' of the hospital, will not only support effective discharge planning and ownership of the process, but also ensure patients are only admitted when absolutely necessary. Where at all possible and appropriate, patients will be redirected to alternative care settings where urgent acute care is not required.

The Urgent Goals national policy handbook will significantly influence the ongoing development of this programme, particularly Goal 5: optimal hospital care and discharge practice from the point of admission. The programme will endeavour to ensure people admitted to hospital are treated consistently and reliably in line with the expectations of health, social care, third and independent sector partners in Wales, as described in Welsh Government Hospital Discharge Requirements guidance.

Key Enablers	
<i>Select which of the key enablers will maximise the delivery of the programme, using the free text box to describe how this will be achieved</i>	
Integrated Planning and Commissioning	
The integrated approaches described within the Place Based Graduated Care programme will support the community capacity required to improve system flow.	✓
Technology enabled care	
Development of Robust digital solutions to support whole system performance metrics.	✓
Promoting the social value sector	
The Third Sector will be key partners supporting System Flow to achieve optimal person-centred outcomes, with the development of an optimal model for system flow in collaboration with the Third Sector. Through SLA's Third sector services currently support hospital avoidance and patient discharge, including providing some intermediate care services, which will be mapped and expanded upon as part of the programme.	✓
Integrated Community Hubs	
As reflected within the Place Based Graduated Care Programme	✓
Workforce development and integration	
A workforce development programme will be undertaken to redesign the current roles supporting discharge in the system ensuring clarity and equity throughout the region.	
Linking with the workforce development programme a recruitment, retention and training plan will be developed to support a resilient workforce for system flow alongside a rolling staff engagement strategy to support the Home First approach.	✓

Priority Population Groups			
<i>Select both the primary and secondary beneficiaries of the programme by priority population group, using the free text box to describe the particular impacts this will have. Please also indicate if the beneficiaries are supported using DAP funding</i>			
	Primary Beneficiary	Secondary Beneficiary	DAP
Older people including people with dementia			
With older people requiring the greatest support with complex discharge planning, individuals will be supported to return home as soon as medically able, allowing them to recover in the own home, or as close to home as possible, preventing any avoidable deterioration in physical conditioning.	✓		
Children and young people with complex needs			
Further consideration is needed on the system flow for children who are admitting to hospital, where complex discharge planning is required. This will be identified within our continued programme development activities and included within an updated RIF plan.		✓	
People with learning disabilities and neurodevelopment conditions, including autism			
N/A			

Unpaid carers			
With the ringfenced funding moving to support unpaid carers in the discharge process; developments will be undertaken to ensure clear communication with the unpaid carer, and the carers needs considered as part of this programme.		✓	
People with emotional and mental health wellbeing needs			
N/A			
Other beneficiaries			
N/A			

Total programme cost and match funding					
Total cost of programme	Welsh Government contribution	Partner monetary match	Partner resource match	% support for unpaid carers	% for social value sector delivery
£5,106,764	£3,979,491	£0	£1,127,273	0%	11.98%

Programme management resource to be confirmed.

Strategic Outline Plan (Gwent refer as Programme, WG refer as Project) SP13: Improving System Flow

Model of Care Alignment

Community based care – prevention and community coordination	Community base care – complex care closer to home	Promoting good emotional health and wellbeing	Supporting families to stay together safely and therapeutic support for care experienced children	Home from hospital	Accommodation based solutions
	✓			✓	

Programme Summary

The improving system flow programme has two workstreams. The first, delivered by the Home First model, provides turnaround services at the front door of the hospital, preventing admission to hospital where appropriate.

Where admission is required, the second workstream will provide streamlined discharge liaison capacity to support people to be discharged to recover at home as quickly and safely as possible, transferring seamlessly between pathways

Provide turnaround services at the front door of the hospital, preventing admission to hospital where appropriate. Where admission is required, people will be discharged to recover at home as quickly and safely as possible, transferring seamlessly between pathways.

The overarching objective for the Improving System Flow programme is that community admission prevention and discharge support services will be strengthened and redesigned to ensure that they are right sized to meet a persons need

Through the redesign of services outcomes for individuals will be improved through the avoidance of unnecessary days in a hospital bed and subsequent deconditioning. The model will be fit for the future, and flexible to adapt to changing or growing demand.

Intended Outcomes

Person Centred Outcomes

- People will not experience harm associated with deconditioning during an avoidable stay in hospital
- People will not be overprescribed long term care
- People will be supported to remain independent and in their usual place of residence where possible
- People's experience will be optimised, being fully informed and supported in achieving their personal goals
- Through early transfer to reablement pathways the outcomes of recovery and reablement will be maximised

System Outcomes/Benefits

- Individuals will only be in hospital if acutely unwell, maximising hospital capacity for people who require acute care and assessment
- Staff will be fully informed and empowered to support individuals to avoid hospital admission, or discharged once they are clinically optimised
- There will be efficient flow through hospital and community services, with capacity being utilised for the right patient and the right time
- There will be a reduction in avoidable demand for long term care/frailty support for people

Baseline Position

Admission avoidance services are currently in place through the third sector and Community Resource teams, mapping will be taken of the Gwent region to ensure there is equity across the five localities. Front door turnaround is provided by Home First, which will be redesigned and expanded to ensure cover is aligned with need across all hospital sites in the Gwent region.

There are currently a variety of roles in place to support Hospital Discharge including Patient Flow Co-ordinators, (DISCOs Discharge Co-ordinators), DLN's (Discharge Liaison Nurses), HAD's (Hospital Discharge Assistants), Social Workers and Occupational Therapists. Due to the number of different roles there can be a lack of clarity of the responsibilities for each role, and a difference of service provision across the region.

System Flow and Hospital Discharge are underpinned by the D2RA (Discharge to Recover then Assess Model) which provides a framework for integrated planning and delivery of community and hospital services. There are 5 pathways aligned to community-based care supporting admission avoidance and early discharge, as outlined in the table below:

PATHWAY 0	PATHWAY 1	PATHWAY 2	PATHWAY 4	PATHWAY 3
Admission avoidance through short-term third sector support	Is this person fit to admit?	Why not home? Why not today?	Home first when your home is a care home	Support to recover in a bedded intermediate care facility
Preventative services delivered in collaboration with third sector organisations. Aim to avoid further referral and admission.	Multidisciplinary Team assessment within hospital 'front door' units to avoid full admission. Arrange treatment and supported recovery at home, whenever it is clinically safe to do so.	Initiated as soon as treatment, which can only be delivered within an acute hospital environment, is completed. Supports people to recover at home before being assessed for any ongoing need.	Similar to Pathway 2, but acknowledges specific considerations to be addressed in the existing care home environment. Individuals should be allowed a period of recovery, followed by assessment in their usual environment.	Should only be considered where the needs of the individual rule out recovery & assessment at home. Review and transfer to Pathway 2 wherever, and as soon as, possible.

Figure 1: Home First: The Discharge to Recover then Assess model (Wales) – 2021

Quarterly reports are currently submitted for five key D2RA measures. Summary data for January 2021 – December 2021 is outlined below. In order to collect accurate information integrated data systems are required, which aligns with the Integrated Data Development Programme.

Measure 1: Number of People transferred on to each D2RA Pathway

Pathway 0	Pathway 1	Pathway 2	Pathway 3	Pathway 4	Total
2163	2125	3262	194	143	7887

Measure 2: % of those transfers that took place within 48 hours of the decision being made (that they were ready for transfer from hospital to this pathway for supported recovery and assessment)

We are currently unable to provide this information by pathway. Figures are provided from complex list discharges (all pathways including D2RA), indicating 76% of patients are discharged from hospital within 48 hours of being ‘medically fit’ between January 2021 and December 2021, as shown in the table below:

Number of individuals discharged within 48 hours of being medically fit	Total number of discharges	Percentage of individuals discharged within 48 hours
17245	22780	76

Measure 3: % people transferred to a D2RA Pathway with a co-produced recovery plan in place

A mechanism to capture this information is to be developed as part of ongoing work

Measure 4: % people transferred out of the D2RA Pathway to their usual place of residence

Pathway 0	Pathway 1	Pathway 2	Pathway 3	Pathway 4
tbc	65%	54%	59%*	tbc

*Data currently does not include community hospital beds

Measure 5: % people readmitted to hospital within 28 days

Pathway 0	Pathway 1	Pathway 2	Pathway 3	Pathway 4
tbc	tbc	5%	6%	13%

Key Enablers

Workforce Development & Integration	<p>A workforce development programme will be undertaken to redesign the current roles supporting discharge in the system ensuring clarity and equity throughout the region.</p> <p>Linking with the workforce development programme a recruitment, retention and training plan will be developed to support a resilient workforce for system flow alongside a rolling staff engagement strategy to support the Home First approach.</p>
Integrated Planning & Commissioning	<p>A mapping of the SLA’s in the community supporting admission avoidance and hospital discharge will be undertaken, ensuring an equitable and integrated approach across services and organisations throughout the region. It is acknowledged that different solutions may be required in different areas, to achieve equal outcomes for individuals.</p>
Technology & Digital Solutions	<p>The use of assistive technology to support independence at home, which will in turn support hospital avoidance or early discharge.</p>

	Shared data systems between services will support the goal of integrated working, and seamless care for the individual, providing a whole person view regardless of who is providing care and support. Data systems will need to align with national data requirements to ensure consistency and minimise duplication.
Capital Infrastructure	Linking with the Place Based Graduated Care Programme and Capital Programmes accommodation based solutions such as rapid home adaptations to aid discharge, independent living facilities with integrated wrap around care and purpose-built intermediate care facilities will be considered.
Social Value Sector	The Third Sector will be key partners supporting System Flow to achieve optimal person-centred outcomes, with the development of an optimal model for system flow in collaboration with the Third Sector. Through SLA's Third sector services currently support hospital avoidance and patient discharge, including providing some intermediate care services, which will be mapped and expanded upon as part of the programme.

Priority Population Groups		
	Primary Beneficiary	Secondary Beneficiary
Older people with complex needs	✓	
People with Dementia		✓
Unpaid Carers, inc. Young Carers		✓
Children with Complex Needs		
People with emotional and mental health wellbeing needs		✓
People with Learning Disability and Neurodevelopmental conditions		

Development Approach
<p>The improving system flow programme aligns with the Home from Hospital model of care, the six goals for urgent and emergency and urgent care (Goal 6 - Home First Approach and reduce the risk of readmission) and the Home First: Discharge to Recover then Assess (D2RA) model. Improving System Flow crosses all pathways (0-5) of the D2RA model, and is closely interlinked with the Place Based Graduated Care Programme as part of a Whole System Approach supporting the Home from Hospital model of care. The Place Based Graduated Care Programme supports the community infrastructure enabling early discharge (pathways 2, 3 and 4).</p> <p>The programme supports the four key principles of the D2RA model:</p> <ol style="list-style-type: none"> 1. Think 'Home First' and keep the individual at the centre of all discharge considerations. 2. Balance risk and agree co-produced, clearly documented plans. 3. Have the community services infrastructure in place 4. Communicate. <p>A phased approach will be taken for the Improving System Flow programme. During the first year the system for supporting seamless flow between hospital to community care will be co-produced. Areas of work that are providing good outcomes for individuals will be embedded. The model for system flow including capacity, processes, use of technology and information sharing that support admission avoidance and discharge will be</p>

redesigned to establish a simplified admission avoidance and discharge model for the region. A benefits realisation plan will be developed to ensure that the programme is providing good person-centred outcomes for individuals based on What Matters to You conversations. During the following years of the programme the new system will be implemented and evaluated, to ensure the system is working to provide good person-centred outcomes for people in the Gwent region.

The programme will work to support pathway 0 (preventative services through third sector/voluntary services) by mapping SLA's held with community services, including those that support hospital discharge and admission avoidance that are not directly commissioned by health and social care. This will allow good practice to be identified to be shared across the region, as well as identifying any gaps in the system to ensure equity across the region.

The programme will also work to support pathway 1 (front door services) through the Home First team. The model will be redesigned and reconfigured to strengthen medical alignment to the model, ensuring that individuals who access hospital services do not receive conflicting information and are directed to the most appropriate service for them, with community services being a key consideration in this process. The reconfiguration will ensure cover at all LGH's in order to support pathway 1 at these sites. It will also consider whether the right skill mix is currently available to support person centred decisions, focusing on potential skills needed for example dementia skilled staff, or the ability to challenge medical teams where appropriate, and whether the team have the required level of permission and support to enable discharge.

This programme will redesign the discharge co-ordination capacity in place, with the aim of reconfiguring and streamlining roles providing a consistency to the discharge roles and responsibilities. These roles support patients to be discharged as soon as possible once medically optimised, through pathways 2, 3 and 4 where appropriate. It is essential these roles support appropriate discussions with individuals and family members, as part of seamless care so that people and their families have clear information throughout their journey through the system, and to enable person centred decisions to be made. This programme of work will align closely with the workforce programme, considering recruitment, retention and training. The redesign will consider how to ensure discharge to community care is place based, for example aligning discharge roles to boroughs.

A rolling engagement strategy will be established for staff in hospital and community settings, including referrers e.g. GP's. The intention of this is that all staff understand the Home First principle and the balance of risks when considering admission or discharge, that communication for patients and their families is consistent and that there is an awareness of all services available so that individuals can be supported and signposted as appropriate. This will be a rolling programme due to regular changes of personnel e.g. rotations for junior doctors. This work will be underpinned by the mapping of community services, to ensure staff are aware of what community options are available.

The Improving System Flow programme is closely linked to the Place Based Graduated Care Programme. Seamless system flow can only be achieved when community capacity is right sized.

Interdependencies

The Improving System Flow programme is closely linked to the Place Based Graduated Care Programme as part of a Whole System Approach supporting the Home from Hospital model of care. It also links with the Unpaid Carers Programme, supporting Unpaid Carers and those cared for through hospital discharge.

The work of the Integrated Data Development Programme, Workforce Programme and Assistive Technology Programmes will be key enablers in supporting the Improving System Flow Programme.

The Improving System Flow Programme also links with core workstreams that are being undertaken such as the COTE/Frailty Pathway review and the Direct Admission Pathway.

Interim Financial Model (Year 1 Only)

Total cost of programme	RIF Contribution	Partner match monetary	Partner match resource	% support for unpaid carers	% support for social value sector
£5,106,764	£3,979,491	£0	£1,127,273	0%	11.98%

Regional Investment Model

Select the funding element which the project will be set against. Repeat the table and rationale for each project

Element 1 – Acceleration funding year 1	✓
This refreshed programme will support realignment and reconfiguration of capacity within the system, to test a new approach to patient redirection and discharge planning.	
Element 1 – Acceleration funding year 2	
Element 2 – Embedding funding year 1	
Element 2 – Embedding funding year 2	
Element 2 – Embedding funding year 3	
Element 3 – Legacy fund	
Element 4 – National priorities (Dementia and Memory Assessment Services/Diagnostic support)	

Appendix 1: Gwent Strategic Programmes - RIF Alignment

Strategic Programmes (subject to refinement through development period)

Alignment to National Models of Care

NEW Ref.	NEW Programme Name	Primary Population Cohort	Community Based Care - Prevention & Comm Co-ord	Community Based Care - Complex Care Closer to Home	Emotional Health and Wellbeing	Families Staying Together & Therapeutic Support for CEC	Home From Hospital	Accommodation Based Solutions
SP01/UC	Support for Unpaid Carers	Unpaid Carers	✓		✓			
SP02/EIS	Early Intervention & Support: Edge of Care	Children with complex needs			✓	✓		✓
SP03/CEC	Supporting Care Experienced Children	Children with complex needs			✓	✓		✓
SP04/CwDN	Supporting Children development needs/ND	Children with complex needs		✓	✓			
SP05/EHW	Good emotional health & wellbeing	Children with complex needs	✓		✓			
SP06/IACC	Safe Accommodation	Children with complex needs						✓
SP07/ChwD	Workforce development/professional support	Children with complex needs			✓			
SP08/DAP/R&I	Dementia: Recognition & Identification	People with Dementia	✓		✓			
SP09/DAP/A&D	Dementia: Assessment & Diagnosis	People with Dementia	✓		✓			
SP10/DAP/LwD	Dementia: Living with Dementia	People with Dementia	✓	✓	✓	✓	✓	✓
SP11/COMM	Connected Communities	Older People with Complex Needs	✓		✓			
SP12/PBGC	Place Based Graduated Care	Older People with Complex Needs		✓			✓	✓
SP13/FLOW	Improving System Flow	Older People with Complex Needs		✓			✓	
SP14/LD	LD Independence & Wellbeing	People with Learning Disabilities	✓		✓			
SP15/FTIER	Enhanced Foundation Tier	People with Emotional Health & Wellbeing Needs	✓		✓			
SP16/TRAN	Transition	People with Learning Disabilities / Children with Complex Needs		✓	✓	✓		
SP17/IAT	Assistive Technology	All population groups	✓	✓	✓	✓	✓	✓
SP18/DATA	Integrated Data	All population groups	✓	✓			✓	

✓ Priority alignment to model of care
✓ Additional learning to be shared within model of care/community of practice



Report

Cabinet

Part 1

Date: 14 December 2022

Subject Annual Report of the Director of Social Services

Purpose Presentation of the Annual Report of the Director of Social Services and accompanying documents as required in The Social Services and Wellbeing (Wales) Act 2014

Author Strategic Director Social Services

Ward All Wards

Summary The Social Services and Wellbeing (Wales) Act 2014 lays out the statutory framework for the presentation of an annual report on the work of Social Services. The format and nature of the report is determined by Welsh Government with a requirement for the report to be submitted to both Welsh Government and Care Inspectorate Wales. The documents in this section make up the Annual Report of the Director of Social Services for 2021/22.

Proposal Cabinet is requested:

- 1.1 Cabinet is asked to note the annual report of the Director of Social Services.
- 1.2 Cabinet is asked for comments on the content of the annual report of the Director of Social Services.

Action by Strategic Director Social Services

Timetable Immediate

This report was prepared after consultation with:

- Head of Adult Services
- Head of Children's Services
- Finance Business Partner

Signed

Background

Under the Social Services and Wellbeing (Wales) Act 2014 all Local Authorities must produce a report considering the work of Social Services. The outline for this report is laid out by Welsh Government.

The report must consider the work of the Local Authority to deliver Social Services within the framework of the Social Services and Wellbeing (Wales) Act 2014. When complete and following submission through the governance of the Local Authority the report must be submitted to both Welsh Government and Care Inspectorate Wales.

The current format of the report is under review. It is likely for 2022/23 there will be a revised reporting framework.

The report for 2021/22 follows extensive changes in the Senior Management arrangements within Social Services and the wider Council including a period with an Interim Director of Social Services and then a change in postholder. This report also reflects the second year of the covid pandemic and the very particular challenges posed to Social Services by the pandemic. In light of both of these factors the report is truncated and calls on the reader to look to some of the other reporting mechanisms most notably the year end reports of Adult and Children’s Services as well as the Annual Safeguarding report.

Financial Summary (Capital and Revenue)

This report has no financial implications

Risks

This report is a retrospective consideration of the work of Social Services. There are risks identified in the Corporate Risk Register for Social Services with Pressure on Services, Risks to providers and Safeguarding being the key risks. While this report references the challenges this report does not require decisions which would impact on these risks.

Links to Council Policies and Priorities

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

This report covers the period of the previous Corporate Plan. While the work of Social Services touches on all the Well-being objectives and all the Corporate Plan Commitments laid out at that time it primarily focuses on

“Enable people to be healthy, independent and resilient.” The Social Services and Wellbeing (Wales) Act 2014 underpins the work of Social Services and core to the legislation is the well-being of citizens. Care and support which meets the needs of citizens as they themselves see those needs and work to ensure all are able to live safely and independently are fundamental to the work of both Adult and Children’s Services.

Ensuring citizens are able to live in their own communities with hope for the present and the future drive social care in all the delivery of services.

Options Available and considered

Cabinet is asked to consider and accept the report from the Director of Social Services.

Cabinet may wish to propose amendments to the report.

Preferred Option and Why

For Cabinet to accept the report.

Comments of Chief Financial Officer

The Director of Social Services annual report gives an overview of the performance of Social Services in 2021-22. Whilst there are no financial implications arising specifically from this report it is important that the service has an awareness and consideration of the financial position when making any decisions. Both Adult and Children Services underspent significantly in 2021-22 (£6.4m) however, that was largely due to a temporary reduction in client numbers due to COVID-19 and one-off funding such as the Winter Pressures grant of £2.5m. Covid-19 resulted in a backlog of assessments, significant cost pressures on the external care providers market and increasing demand on children's services and corresponding placements. This has resulted in on-going significant financial pressures for future years for the Council to manage.

Comments of Monitoring Officer

The Strategic Director, as the designated Director for Social Services, has a statutory duty under the Social Services and Wellbeing (Wales) Act 2014 (as amended by the Regulation and Inspection of Social Care (Wales) Act 2016) to produce an annual report to the Council, setting out a personal assessment of the performance of Social Services in delivering its social care functions during the preceding 12 months. This Annual report covers the financial year 2021/22 and has been prepared in accordance the Local Authority Social Services Annual Reports (Prescribed Form) (Wales) Regulations 2016 and statutory guidance, as set out in the Local Authority Annual Social Services Report guidance document. The Report also sets the Director's assessment of how well the Council has promoted and delivered well-being standards for service users and carers in need of care and support. The Report confirms that the Director of Social Services is satisfied that, despite the challenges of the Covid-19 pandemic and the economy, the Council continues to comply with its statutory duties under the Services and Wellbeing (Wales) Act, and is meeting the requirements of the Future Generations and Well Being Act and the corporate well-being objectives. This statutory Annual Report reflects the Director's personal assessment of the performance of Social Services and is, therefore, being presented to Cabinet for information purposes and not for amendment.

Comments of Head of People, Policy and Transformation

This report sets out the Director of Social Services' own assessment of the performance of Social Services in 2020-21 as part of their statutory role. The report notes progress against the six quality standards and the sustainable development duties including the prevention agenda, development of partnerships and collaborative working and involvement of service users. The report also reviews service performance identifying strong performance and areas where targets have not been achieved and notes that staff have been working to address a range of challenges which are identified in the report.

As the report mainly looks back at the position in 2021-2, there are no direct staffing implications or decisions.

Scrutiny Committees

Scrutiny will consider this Report on 06.12.2022. Comments will be added prior to the Cabinet meeting on the 14.12.2022.

Fairness and Equality Impact Assessment:

- **Wellbeing of Future Generation (Wales) Act**
- **Equality Act 2010**
- **Socio-economic Duty**
- **Welsh Language (Wales) Measure 2011**

As there is no decision required for this report a FEIA has not been completed. This is a retrospective report for the work of 2021/22 and while it holds considerations for the future it is primarily a look back at the work of last year. It will not fundamentally lead to changes in the way services are delivered. Reflecting on the past will inform the future but this is not the core aim of this report.

Summary of impact – Wellbeing of Future Generation (Wales) Act

Well-being of Future Generation (Wales) Act

- Long term: the importance of balancing short- term needs with the need to safeguard the ability to also meet long – term needs
- Prevention: How acting to prevent problems occurring or getting worse may help us meet our objectives
- Integration: Consider how the proposals will impact on our wellbeing objectives, our wellbeing goals, other objectives or those of other public bodies
- Collaboration: have you considered how acting in collaboration with any other person or any other part of our organisation could help meet our wellbeing objectives
- Involvement: The importance of involving people with an interest in achieving the wellbeing goals, and ensuring that those people reflect the diversity of the City we serve.

Throughout this report the core principles of the WFG are referenced and interwoven. Prevention and Inclusion underpins the work of Social Services. Sadly while much of the direct work of Social Services teams is crisis and risk driven the aim is always to reach a place where citizens can support their own families and manage their own care with as little statutory intervention as possible. Integration with other elements of the Council and public bodies is key to the success of the work of Social Services. Working in collaboration with families and vulnerable adults as well as partner agencies is vital and drives this work. Throughout Social Services we are constantly looking for new ways to fully involve and engage children, young people, parents, vulnerable adults and carers.

Summary of impact – Equality Act 2010

Social Services are largely reactive services with provision available to all across the City. The services must be open to all fairly. Given the nature of vulnerability the two key elements of particular note are age and sex. Young and old are more likely to access services while women are more likely to feature as caregivers.

Summary of impact – Socio-economic Duty

Just as with the Equality Act and the protected characteristics Social Services work with all regardless of their socio economic position. In Children's Services the correlation between accessing care and support and poverty has been well documented in research while in adult social care the role of unpaid care givers creates particular socio economic challenges for those with high levels of vulnerability.

Summary of impact – Welsh language

Within Social Services staff work to "More than Words" to promote the Welsh language. All who are referred to Social Services receive the "Active Offer" of service in Welsh or English. The choice is the recorded on WCCIS to ensure appropriate service.

Crime and Disorder Act 1998

The Youth Justice Services sit within Social Services. The work of Youth Justice is considered separately in order to meet the requirements of the Youth Justice Board.

Consultation

No comments at this stage

Background Papers

The report and all the appendices are available to the public.

Dated: 6 December 2022

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**Report of the
Director of Social Services
2020/2021**



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Introduction

2020/21 was a particularly demanding year characterised by the maintenance of quality and standards of service delivery in the midst of the Coronavirus Pandemic. In April 2020 we had no idea of how long the situation would last or of the impact it would have on services, citizens and staff.

This report will document how services responded and maintained and where we find ourselves at the end of a 12 month period characterised by some unique challenges that will inevitably lead to some permanent changes in the way we support citizens in the future.

The task of embedding the Social Services and Well-Being (Wales) Act 2014 continues to influence the provision of Early Intervention and Preventative services and in the ongoing work to manage demand. The well-being objectives tie closely to the Newport City Council (NCC) Corporate Plan, notably:

- To improve skills, educational outcomes and employment opportunities.
- To enable people to be healthy, independent & resilient.
- To build cohesive & sustainable communities.

In Childrens Services, efforts have continued to address the shortage of placement options with a new 4 bed residential home now in operation with 2 more services planned for 2021/22. The preventative work to minimise the number of children becoming Looked After continues to develop with new and innovative practices such as Baby & Me, Family Group Conferencing and Rapid Response.

Work in Adult and Community Services continues to focus on improving and developing integrated working between health and social care with the Intermediate Care Fund (ICF) and the Transformation Fund being key enablers. The collaborative work to minimise the number of delayed hospital discharges has continued with pathways including Reablement and Home First fully integrated into the new Grange Hospital that opened during this year

The Coronavirus Pandemic brought unprecedented challenge across the range of services and older persons residential homes were impacted early on as Newport experienced high numbers of cases before preventative measures were in place. Although I have referenced the way we responded to the Pandemic throughout the report I thought it would be helpful to summarise here some of the themes of the past year to establish the context.

In April, May and December of 2020 there was a spike in deaths of citizens known to us and people have been fearful of going into hospital and into long-term care. Our domiciliary care providers have worked with us and with GP's District Nurses and Community Psychiatric Nurses to keep people safe in the community and to ensure they have access to the right care

We have adopted new ways of working, as have our partners, utilising technology where possible. We have supported our providers, ensuring PPE is available and working collaboratively with colleagues in Environmental Health, Public Health Wales, ABUHB and Welsh Government to offer practical and financial support.

People receiving some services and their carers had to deal with the fact that their care had to be delivered in a different way e.g. support at home and in the community rather than attending a building. Social Workers continued to undertake urgent assessments and maintained contact with others to ensure appropriate arrangements were in place offering telephone support and arranging welfare visits when necessary. Volunteers did shopping, collected prescriptions and delivered food parcels.

We developed a new outreach service and successfully embedded our hospital discharge processes into the new Grange Hospital that opened in September 2020. The Hospital and Reablement teams have been present at hospital sites throughout.

Considerable and impressive effort was made to house 70 street homeless people in temporary accommodation and to ensure they have ongoing access to specialist substance misuse and mental health support.

In Children's services we have continued to work in partnership with Barnardo's to prevent children coming into care, to work with children with additional needs and to support young carers.

Referral rates for safeguarding have remained high throughout the Pandemic, increasing the pressure on statutory services due to the restrictions on other community based provision. The new Rapid Response service started in October 2020 and aims to help families de-escalate and manage their crisis to prevent children coming into care.

The number of Looked After Children has remained constant (378 at 31st March) which indicates the effectiveness of prevention given the high rates of referral. Family Group Conferencing, Baby & Me, Rapid Response and MyST are all proving effective tools in supporting families. We maintained family contact sessions using technology and continued with face-to-face engagement where necessary.

Despite the restrictions, we progressed 26 adoptions, approved 23 new foster households and opened a new 4 bed residential home.

The year end financial position mirrors the operational experience, the adult underspend reflects not only the loss of life as a result of Covid 19 but also the reluctance of citizens to access services. Lockdown and furlough meant that more informal networks were available. We also had access to a significant amount of additional Welsh Government funding the future of which is not yet confirmed.

The Children's services overspend is reflective of the increased pressure on services that was already high but further exacerbated by the Pandemic. The prevention services continue to mitigate rising costs.

Across adults and children's services, we are now experiencing higher than usual levels of complexity and increasing referral numbers. Social care services have not had sufficient time to recover and there are concerning signs of a staffing crisis. We expect ongoing budget constraints but at this stage, we are still in the midst of a crisis and uncertain about how the medium to long-term impact of the Coronavirus Pandemic will affect the community and how we deliver our services.

Summary of Performance 2020/21

A new performance framework was planned for implementation during 2018/19 but it was delayed until April 2020. Unfortunately, the onset of the Coronavirus Pandemic in March 2020 led to a further delay until April 2021

NCC have developed the WCCIS system and new reporting and recording processes are now in place.

The data contained in this report represents the new performance framework but not all of the figures are for the full 12 month period. It is unavoidable that this year has been a period of transition but our systems are now complete and ready to go from April 2021 in accordance with Welsh Government timescales and the draft guidance that is yet to be finalised.

End of Year Performance Figures for Adult and Community Services

The new performance framework has changed the way we are required to measure the data so comparison with last year is problematic. This new set of metrics and recording processes coupled with the enforced working from home arrangements and the shift in demand as a result of the Pandemic means that it is sensible to treat this period as a baseline set of figures upon which to build future datasets to support evidence of future success, good practice and service pressures.

For example, last year (2019/20) **the number of people receiving assessments was 4038**, an increase of 891 from 2018/19.

During 20/21 the figure is **1538** that appears to be considerably less but this is because the metric is now restricted to **'new' assessments**

Another example of this is the change in the way the provision of **advice and assistance** is measured. In 2019/20 the figure of **4,588** was recorded but in 20/21 this has **reduced to 1,718** as we have been required to remove the numbers where only information was provided. This must be considered in the context of the **5,597 contacts recorded in 20/21** that demonstrates an overall increased level of activity

Hospital discharge figures have not been provided as they are no longer a statutory reporting requirement. However, In Reach, Reablement and Home First continue to be effective integrated service approaches to manage the flow of patients through the hospital and ensure they return home with the right level of support to maximise and maintain independence.

NB: No targets have yet been established, a full year of data is required to establish a benchmark for future performance

Adults Measures	Figure 20/21	Results & Comments
Total No. of Adults Who Have Received Advice & Assistance	1718	5,597 contact in total that includes when information only was provided
No. of New Assessments Completed During the Year	1538	Only represents new people 1 st time assessments
Active Offer of Welsh Accepted	0	
No. with a Care & Support Package at 31st March 2021	1861	
No. with Eligible Needs for Care & Support Maintained by Direct Payments at 31st March	93	over 18's only
Total no. of Adult Protection Enquiries Completed in the Year	648	doesn't represent individuals - could be multiple enquiries for same person
No. of Adult Protection Enquiries Completed Within Timescales	636 Within 7 working days	98.1%
Total No. of Packages of Reablement Completed During the Year	584	
Outcome of Reablement - Reduced Package of Care & Support	43	7.4%

Outcome of Reablement - No. of Packages of Reablement That Maintained the Need For Support	95	16.3%
Outcome of Reablement – No further Package of Care & Support	409	70%
Increased package of support	37	6.3%

End of Year Performance Figures for Children and Young People’s Services

The new performance framework has changed the way we are required to measure data so a comparison with last year is problematic. This new set of metrics and recording processes coupled with the enforced working from home arrangements and the shift in demand as a result of the Pandemic means that it is sensible to treat this period as a baseline set of figures upon which to build future datasets to support evidence of future success, good practice and service pressures

Notwithstanding the above it must be noted that children’s services has experienced significant additional demand during 2020/21

The continuing development of **additional residential placements** and the ongoing efforts to **recruit Foster Carers** will improve capacity and enable more children to remain within the City.

Preventions services including **Family Group Conferencing, Baby & Me** and the new **Rapid Response service** are enabling families to stay together and preventing new entrants to the care system.

NB: No targets have yet been established, a full year of data is required to establish a benchmark for future performance

Children’s Measures	Figure 20/21	Comments
No. of referrals where advice and assistance was provided	5,424	10104 contacts in total that includes where information only was provided

No. Where Physical Punishment was the Only Factor	144	New law coming April 2022 about physical punishment by the parent or care – this is a new measure to start to gather data to measure the impact
Active Offer of Welsh Accepted During Assessment	0	
No. of Children With a Care & Support Plan (CASP) at 31 st March 2021	978	This figure includes children with a Special Guardianship Order (SGO) and includes children receiving finance only support
No. of Children who are LAC at 31 st March 2021	378	
No. of Children Becoming Looked After During the Year	91	
No. of Children Who Ceased Being Looked After During the Year	92	
No. of LAC Who have had 3 or More Placements	26	* Note this may change once we receive final notification from WG improved figure since 19/20
No. of LAC Returned Home During the Year	36	
No. of Children in Care Proceedings During the Year	44	
No. of Foster Carers Registered with the LA	159	
No. of Childrens Residential Beds as at 31 st March 2021	21	
Total Number of Children on Child Protection Register (CPR) as at 31 st March	158	
Total No. of Registrations on the CPR During the Year	179	

No. of Children Who Were Removed from the CPR	148	
No. of Reports of Child Exploitation Received During the Year	62	*Note this only covers the 6 month period 01 Oct 2020 to 31 March 2021
No. of Contacts by Young Carers or Professionals During the Year	74	<p>Provided by Barnardo's and relates to new contacts.</p> <p>50 received advice and assistance and progressed to a formal care plan</p> <p>At 31st March there were 84 on a formal care plan</p> <p>Reviews are conducted every 6 months</p>

Youth Justice Service

By continuing to shape the service in line with the Welsh Government's **Youth Justice Blueprint for Wales**, we have seen a dramatic increase in our preventative cases, which is promoting positive outcomes for children.

We adopt a "**Child-first**" practice approach and continue to develop community partnerships to improve diversionary opportunities for children. We work with key agencies under an Anti-Social Behaviour umbrella to ensure there is a multi-agency approach to planning.

We have engaged a **Speech and Language Therapist** to aid communication and understanding and ensure each child has a plan that is individual to them.

We have just started a Restorative Justice Clinic that will provide specific restorative justice sessions for the child we are working with. These sessions will include victim empathy work

We are reviewing how we work with **victims** including providing various ways of communicating and using a "cooling-off period" to ensure they can access support at a later date if needed. We are developing a process to help us reach out to the victims of children who have been diverted away from criminal justice to ensure they are not forgotten and have the option to access a service

We have set up an **allocation pathway with the Safeguarding Hub** to ensure that those coming through the Children's Services front door can access the Youth Justice Service without delay.

We are working with the **Preventions Team**, to ensure that where possible, we work with the children and the parent/carers or siblings, so that each has their own personal support plan. This is designed to provide a family-based approach

to prevention support and to ensure any younger children can benefit from the service provided to the older children.

The Youth Justice Service Workers have been trained in **Trauma Informed Practice** which is used throughout assessment and case management.

We have monthly **psychology input** and use that for case formulation sessions where children with complex situations and adverse childhood experiences (ACE's) are considered in a multi-agency forum and a **case formulation document** completed. This document will travel with the child throughout their involvement with children's services and is available to explain their particular needs and vulnerabilities from a psychological perspective,

We continue to work closely with our **specialist services**; CAMHS, Speech and Language Therapy, Education, Probation, Police and Barod (Substance Use) These services are currently under review to ensure they are fit for purpose as the YJS goes through this period of transition. We have introduced monthly performance reporting for specialist service provision.

We have re-organised the structure and recording of **Risk Management Panels**. These have become an integral part of partnership working and are well attended by all key agencies, the outcome being that an accurate and multi-agency risk plan is completed.

Children's Measures	Target	Results & Comments (2020/21)
Number of young people sentenced to custody	25	<p>1 child was sentenced to Custody in November 2020. (0 in 2019/20)</p> <p>The YJS proposed a community order as an alternative to custody in the pre-sentence report</p> <p>5 other local authorities in Wales had more than one child sentenced to custody in 2020/21</p>
Number of first time entrants into the youth justice system	40	<p>37 (Within target but 12 more than last year)</p> <p>YJS identified that the outcomes from Bureau were often a Youth Caution or Conditional Caution resulting in the child becoming a first time entrant.</p> <p>YJS have reviewed processes to deliver more child focussed bureau outcomes and there was a reduction in first time entrants in the latter part of the year</p> <p>Additionally, 9 children were sentenced to a statutory court order because of the nature and seriousness of their offending.</p>

Young people out of court disposals re-offend within 12 months	30%	<p>30% (On target but an increase of 16%)</p> <p>NB: This figure is 12 months behind as reoffending rates are tracked over a 12 month period and covers 1st April 2019 to 31st March 2020)</p> <p>Based on a cohort of 116 young people with 35 re-offending.</p> <p>The numbers of children re-offending have more than doubled.</p> <p>YJS have commissioned an audit to inform future practice.</p>
Young people statutory orders who re-offend within 12 months	50%	<p>27.5% (Strong and Improving performance)</p> <p>NB: This figure is 12 months behind as reoffending rates are tracked over a 12 month period and covers 1st April 2019 to 31st March 2020)</p> <p>Based on a cohort of 29 young people with 8 re-offending.</p> <p>This improvement has been strongly influenced by the information provided to the bench on Trauma Informed Practice and engagement with the Court User Group whose support for diverting young people away from the criminal justice system is resulting in a decrease in the amount of court disposals</p>

How Are People Shaping Our Services?

Newport City Council is committed to ensuring that people are able to have a say in how they receive support and how services will be developed and delivered in the future.

Some examples of how we do this are:

- Co-production in the assessment process to enable citizens to express their preferences around how support will be delivered.
- Contract monitoring processes where the views of citizens who receive services are sought and providers are contractually required to gather feedback and comments to inform service development.
- Citizen engagement/involvement in the commissioning process
- Complaints and compliments.
- Consultation events and citizen forums
- Provider Forums and engagement processes
- Feedback from inspections.

- Engagement with Care Inspectorate Wales (CIW).
- Active promotion of voice of the child

Consultation events in 2020/21

These included:

- Carers Week – virtual event
- Annual public budget consultation process in December 2020.
- Regular feedback obtained from children and adults living in NCC residential homes at house meetings.
- The Cabinet Member for Social Services is very active at community level

Welsh Government agreed that Local Authorities were not required to undertake a citizens survey during 2020/21. The statutory reporting requirement is currently under review.

Adult – Residential & Reablement Services

Due to Covid the Care Inspectorate Wales inspections did not take place as planned. However, 3 monthly visits by the Responsible Individual (RI) were completed.

Common themes identified for improvement by the RI across the residential care homes at Blaen-y-Pant, Spring Gardens and Parklands were as follows:

- Ensure staff receive mandatory training within specified timescales
- Ensure vehicles have sufficient fuel, and journey logs are completed
- Ensure staff are regularly tested for Covid
- Ensure regular supervisions are completed
- Ensure photographs are placed on Mars charts of residents

Reablement were required to provide better information to citizens about what the service could achieve and to prepare them properly for the fact that it is a time limited programme

Children's Residential Services

Common themes identified by the RI across Forest Lodge, Rosedale, Oaklands, Rose Cottage and Brynglas Bungalow were as follows:

- Improve Health and Safety risk assessments
- Improve information provided at shift handover
- Ensure staff are up to date with mandatory training
- Progress outstanding environmental improvements i.e garden/decoration

Care Inspectorate Wales Inspections 2020/21

Brynglas Bungalow unannounced visit - 27th October 2020

- *There is a full staff team but there were high levels of staff absences.*
- *Staff were positive and their comments indicated that they are motivated and committed to the young people and their roles.*
- *Robust referral and admission arrangements are in place with systems in place to ensure only children whose needs can be met live at the home.*
- *Systems for engaging children in seeking their views about the day to day life at the home and their personal goals and outcomes are in place.*
- *The group of young people are well established with feedback from young people, staff and a social worker describing each of the young people making good progress.*
- *Young people are generally satisfied with living at the home*

Cambridge House unannounced inspection – 30th November 2020

- *The home is a large detached property and not well suited for such use and although changes have been made in order to meet the needs of the placement the premises are in poor condition.*

Cambridge House closed in May 2021 as the Council develops new residential services that meet the needs of children and young people. Rose Cottage and Rosedale already provide an additional 8 beds over 2 sites and Windmill Farm is scheduled to open in 21/22

Care Inspectorate Wales (CIW) Assurance Check Newport City Council - May 2021

NB Whilst this inspection took place outside of the 2020/21 reporting timeframe the focus of the check was very much on our service delivery during the Pandemic. As the findings are available at the time of writing they have been included to add further depth and context to the period of time covered by this report.

To determine:

- *How well is the local authority discharging its statutory functions to keep people who need care and support and carers who need support, safe and promote their well-being during the pandemic.*
- *What is the Local Authority doing to prevent the need for children to come into care and are children returning home to their families quickly enough where safe to do so*

"We considered the safety and well-being of people who use or may need to use services, the safety of services they access and the safety and well-being of people who work in services"

The findings identified culture of improvement and mutual support and a recognition of positive leadership. It was noted that staff morale was generally good.

"Partnerships were in the main working well at all levels and delivering an integrated sustainable approach to meeting need and promoting well-being"

Innovative responses to the Pandemic were noted in adult services and also that there was evidence that carers had been identified as requiring additional support and that efforts had been made to ensure that information and advice was available.

“Mostly evident at an individual level, we found support was underpinned by a relationship of openness and honesty about the options available for people who need care and support and carers who need support”

In Children’s Services the preventative interventions such as the Rapid Response service, Family Group Conferencing MyST and Baby & Me were identified as being effective at preventing needs escalating and it was noted that parents and carers were positive about the support they received.

“many staff were exhausted with complex case work and high volume evident. Children’s services were experiencing unprecedented demand and increase in referrals. In adult services we found services working under significant pressure”

Areas for improvement - Overview

- Supervision – need to improve recording to evidence shared thinking and rationale in decision making
- Timeliness needs to be improved in supporting the well-being of the workforce to manage demand and for those waiting for assessments and care and support
- It was acknowledged that the Pandemic had restricted the ability of preventative services to operate thereby creating additional demand.
- Inter-agency responses could be improved with better understanding

A full copy of the report can be found at:

<https://careinspectorate.wales/our-reports/local-authority-inspection-and-review-reports>

Overview of complaints 2020/21

A Stage 1 complaint is for local resolution within 10 working days.

Following Stage 1, if the complainant remains dissatisfied they can request to proceed to Stage 2. This involves a formal investigation conducted by an independent investigator and if a child or vulnerable adult and Independent Person is also appointed, at a cost to the Local Authority.

Following Stage 2, if the complainant remains dissatisfied they are advised to proceed to the Public Services Ombudsman for Wales (PSOW)

During 2020/21, the Complaints Service received **130** Social Services complaints, **11 less than last year**

Adults’ Services –

- **52** total complaints received
- **26** were **not progressed** to a complaint
- **22** were **resolved** at stage 1
- **2** were **discontinued** (This is where a resolution has not been mutually met but the complaint does not progress to a stage 2)
- **2** proceeded to **stage 2**
- Stage 2 outcome – **part upheld** and **not upheld**
-

Children's Services –

- **78** complaints
- **50** were **not progressed** to a complaint
- **20** were **resolved** at stage 1
- **6** were discontinued (This is where a resolution has not been mutually met but the complaint does not progress to a stage 2)
- **2** proceeded to **stage 2**
- Stage 2 outcome – **part upheld** and **upheld**

The decrease in the number of stage 2 complaints has been noted again for this financial year with a total of 4 stage 2 complaints. This continues is a result of the number of complaints being resolved at stage 1.

4 complaints (2 Children Services and 2 Adults Services) were assessed by the Public Services Ombudsman for Wales (PSOW). The outcome of each were as follows:

1 Adults complaint - premature and referred back to the Council to complete their complaints procedure

1 Adults complaint- early settlement, progress complaint to a stage 2

1 Childrens complaints - refused as a matter for the courts

1 Childrens complaint- investigation completed by the Ombudsman – resulting in financial redress and actions to be taken forward

Recommendations for service improvement as a consequence of complaints management.

- Improvements to information provided to customers on viability assessments
- Improvements to information sharing and communication to families of children in their guardianship
- Improvements to recording and transition practices within Children's residential settings

Overview of compliments 2020/21

Adults' Services **15** - **2 more than last year**

[Occupational Therapy Team](#)

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"Everything I wanted and needed you got for him without hesitation and that made his daily life a lot easier and that meant the world to me. I can't thank you enough"

Children's Services **4** - **4 more than last year**

Children's Team

"I just wanted to personally thank you for being so supportive and understanding. I'm hopeful with the help you've put in place, and support from everyone at the meeting today we'll get there."

Promoting & Improving the Well-being of Those We Help

Quality Standard 1 – Working with people to define and co-produce personal well-being outcomes that people wish to achieve

In order to respond appropriately to the wide range of adult enquiries, our First Contact Service is a multi-disciplinary team with co-located specialist officers who offer on-the-spot information, advice and assistance to citizens in the following areas:

- Safeguarding;
- Occupational Therapy;
- Housing advice (funded by Housing Support Grant)
- Sensory impairment;
- Independent living – Direct Payments;
- Financial advice.
- Community Connectors

There are plans to extend the services available within First Contact to strengthen the preventative focus of IAA by ensuring citizens get the right advice and support at the earliest opportunity. Physiotherapy, Falls and Reablement is scheduled to join the First Contact team.

In 2020/21 **1538 citizens received advice and assistance** from the First Contact Team (this figure does not include those who only received information)

IAA has been successfully extended to the hospital environment and is an integral part of the following 2 components of hospital discharge that contributes to effective patient flow:

- **In Reach** - Targeted engagement with patients and families whilst still on the ward ensures safe discharge arrangements are co-produced to maximise independence.
- **Home First** - The offer of IAA is a critical feature of this regional service, hosted by Newport City Council. It offers IAA to patients within the hospital with the aim of preventing admission.

Where the First Contact Team are unable to meet the needs of adults through the provision of **Information, Advice and Assistance (IAA)** via a proportionate assessment, an integrated assessment is offered that further explores the person's eligible needs and works with the individual on how best to meet them.

"In adult services, proportionate assessments were undertaken in a timely manner. Although variable, people's voices were mostly heard, their choices respected and people achieve self-identified outcomes"

(CIW Assurance Report May 2021)

Every young person who is involved in the child protection process or who are Looked After has the opportunity to speak with an advocate.

The National Youth Advocacy Service (NYAS) provides a regional advocacy service. Every Newport child who is involved in the child protection process or who is Looked After has access to the **statutory active offer** and has the opportunity to speak to an advocate to ensure their voice is heard.

- **139 active offers of advocacy were made in 2020/21**

Dewis is commissioned to provide an independent advocacy service to adults. In 2020/21 they supported **135 adults** with a range of issues by adopting new ways of working, blending virtual contact with face to face based on individual risk assessments.

Dewis advocates supported the consultation process in relation to the closure of Brynglas Day Centre and also ensured that the views and wishes of residents and their families were independently represented during 2 care home closure processes that occurred during the year.

This was a challenging time both in terms of the stress of upheaval for the residents and for the multi agency team who had to manage the transfer of clinically vulnerable people in the midst of a Pandemic. All were successfully moved and are now settled in their new homes.

During 20/21 Newport Childrens Services and Barnardos undertook a **Review of families and professional agencies experiences of Child Protection Case Conferences** as part of a commitment to hear the voice of the child and family in child protection processes

- We spoke to **12 family members** and **30 agencies**

- Responses were used to shape the redesign of CP processes and a greater focus on parental collaboration and ensuring the children understand what has been agreed is now at the forefront.
- This work is due to continue in 21/22

The Community Connector team offers support to citizens who may be socially isolated to help them gain independence and improve their well-being.

- Newport's team of **six Connectors** provided a service to a total number of **2,136 citizens** during 2020/21 with information, telephone advice and 1:1 support
- **4,427** outcomes were recorded at closure thereby highlighting the complexity of enquiries that resulted in multiple solutions.
- This year saw an increase in those requesting a support service and volunteer shopping due to shielding, isolating or ill-health. Food bank support continued to rise highlighting those in food poverty.
- There was a decline in those asking for social activities and skills or training but a rise in those seeking information and support regarding their health, mental wellbeing and financial assistance.
- The Connectors offer specialist support to BAME communities including work with asylum seekers, refugees and migrants to enable access to social activities, volunteering and learning and employment opportunities.
- **302 BAME citizens were supported during 2020/21** this represents a reduction as engagement is usually centered around community events that did not take place this year
- Information about Covid Support Grants were shared with community groups

The Community Connectors and our Third Sector partners continue to update the **DEWIS** database that contains local and national information. Newport has **509** live resources on the site, a decrease of 20 from last year but still high when viewed in the context of many services and groups being unable to operate throughout the year

There has been an increase in database use during 2020/21 that indicates continued trust in DEWIS as a reliable source of community information

- **Average of 7,144 views per month compared to 4,904 in 2019/20**

Occupational Therapists (OT) provide assessments to support people to remain physically independent within the home environment. An OT is based within our First Contact team to ensure appropriate advice is available for citizens at the earliest opportunity.



Over **200** urgent visits were carried out by the OT's during the Pandemic. Citizens on the non-urgent waiting list were contacted and offered advice and assistance to help with daily activities during lockdown

The OT team currently co-ordinate the telecare service that was established in 2019/20 in partnership with Monmouthshire and Caerphilly Local Authorities.

At 31st March 2020 87 Newport citizens were using telecare equipment to help them remain independent at home

Ask SARA - an easy to use online self-help guide providing information about equipment for independent living. The site provides an overview of what is available and how to obtain it and is available throughout Gwent.

CARERS

The Newport Carers Network has **540 members** and offers information, advice and support for Newport citizens in a way that suits their individual requirements.

Newsletters and updates are distributed via post and email and available on the NCC website.

The Newport Carers Offer – launched in 2020

Information around what is available to anyone in a caring role living in Newport – all this information is available on the NCC website and is regularly publicised via established communication channels.

- **132** adult carer's assessments were undertaken in 2020/21
- **689** carers received information, advice and assistance from the Connector team.
- **2,241** people accessed digital support information from the Carers Support Webpage and My Newport Online Portal (**1,330 in 2019/20**)

"We found recognition of the need to support carers during the Pandemic. Information and advice was given to carers and service provided to support their needs"

(CIW Assurance Check May 2021)

The Pandemic presented particular challenges for carers who were not only unable to access their normal support networks such as the established Carers Café, but community based services for the cared for were also unavailable thereby placing additional strain on informal arrangements. NCC recognised this and took the following steps:

- **A revised edition of the Newport City Council Carers Handbook was provided to every known adult carer with an outline of the Newport Carers Offer**
- **Information was shared on social media**
- **A new online request form was added to My Newport Council page in February 2021.**

Carers Week 8 - 12 June 2020

- **Information campaign launched with support of Public Relations colleagues**
- **Daily emails for network members and social media posts to reach a wider audience**

"Well done for all your efforts for Carers Week. I think it was really positive. Thank you for all the info, links and resources in the daily emails "

"It was helpful to see the post online and to find out that there is so much information and support out there"

Priorities for 2021/22

- To further develop the **First Contact** team into an **Information Advice and Assistance (IAA) hub** consisting of co-located Social Care, Health and partner organisations
- **Carers** - to engage and support more adult unpaid carers
- **Telecare** - to continue to expand and improve the service
- To continue to proactively **manage demand and reduce waiting times** as the community starts to recover from the Pandemic
- To **improve digital access** to the information and advice service by developing the website
- To launch an **NCC Young Carers offer** in partnership with Barnardo's
- To develop a **single entry point for adult safeguarding** issues

Quality Standard 2 – Working with people & partners to protect and promote people's physical and mental health and emotional well-being

Covid has had a significant impact upon our foster carers and residential homes. It has caused issues in placing children with new carers due to the risks of spreading the infection and the young people in our care have experienced isolation from friends, a reduction in family time and less time in education.

The staff have had to cope with homes going into isolation, PPE and children frustrated at being unable to leave. This was overcome by finding new

entertainment and staff organised activities such as baking competitions and karaoke evenings.

A key priority since 2018/19 has been to open new residential services for children in Newport to reduce the number of out of county placements and keep children close to their family and community networks. The Pandemic has caused delays but the current position is as follows:

- **Rose Cottage**, a 4-bedroom residential home opened in January 2019
- **Rosedale**, a 4 bed property opened in January 2021
- **Windmill Cottage** a 4 bed property, joint project with health to support crisis placements on a regional basis is due to open in March 2022

Newport are active partners in the Gwent-wide Children and Families Strategic Partnership and has a positive working relationship South East Wales Regional Adoption Collaborative.

- In 2020/21 permanent and stable futures were secured for **26 children through adoption**. (6 more than last year)

Newport has more children placed with in house foster carers than with foster placements purchased from independent Fostering Agencies and this is an ongoing trend. Fostering offers a family environment and is often preferable to a residential placement. In house provision also means that children can remain close to their networks and NCC are committed to recruiting more foster carers who are based within the local authority area and to offer specialist support to prevent placement breakdown.

- At year end there were **378 Looked After Children in** Newport
- **256** are in fostering arrangements
- **207** are in NCC fostering arrangements
- **159** foster carers were registered with NCC at year end
- **75%** of the independent foster agency (IFA's) carers used by NCC are out of county placements
- **23** new NCC fostering households were approved during 2020/21

NCC Corporate Plan 2017-2022:

"We will reduce out of county children's social care placements by 25%."

- **MyST** was launched in 2020/21 (My Support Team). This multi agency approach to the provision of a therapeutic service for children with complex needs will better support foster carers and prevent placement breakdown. The central purpose of MyST is to improve the psychological wellbeing of

children/young people, their relationships with birth family members, their attachments with safe adults, reduce placement disruptions and particularly the risk of out-of-county placement for young people with emotional and behavioral difficulties.

- **When I Am Ready** – a scheme to enable care leavers to stay with their foster carers post 18 and up to the age of 25 – this is now available to looked after children in Newport and will continue to be monitored.
- During 2020/21 Barnardo's **Family Support Service (FSS)** provided support to **580 children (a reduction of 17% from last year)**
- **94%** of FFS cases closed during the year did not escalate or reduced the initial risk status

NB: the number of referrals reduced at the height of the Pandemic

It has been a challenge during lockdown to provide support to families using virtual platforms and only conducting visits in the most urgent of cases. Feedback has been positive but a clear preference for face-to-face sessions has been expressed and they have increased as restrictions have eased.

The Rapid Response Team is a new early intervention service offered to families in crisis as a result of a referral to the safeguarding hub.

The service commenced in October 2020 and is funded by the **Intermediate Care Fund (ICF)** with 3 workers employed by **Barnardo's** who work closely with the Social Worker using a range of trauma informed approaches. Support is offered for **6 weeks** and the intention is to de escalate risk and **keep families together.**

During the first quarter the team worked with 12 families

- **4** children returned home
- **4** children remained with their family

The Disabled Children's Team has been working in collaboration with adult services, commissioning and the education department to:

- Develop 2 transition supported living services & 1 residential service
- Develop a new outreach and day service provision for young people with complex behaviours
- Develop alternative post 16 education options for young people with special educational needs
- Continue to deliver sessional support for children and their cares

The Young Carers' Service is delivered by **Barnardo's** to ensure young people who care for family members have an opportunity to engage with their peers, achieve their personal development goals and get appropriate respite from their role as primary carer.

- Barnardo's offer **time out activities for young carers aged 8 - 25** who often face social isolation and low self esteem.
- During the Pandemic the service diversified to offer virtual groups and activities as well as phone calls and video chats with young carers
- **422** young carers were supported in 2020/21 (73 new referrals and an increase of 123 since 2019/20)
- **Young Carers ID Card** was launched in Newport to provide young carers with the opportunity and confidence to highlight their caring role to teachers, medical professionals and retailers.
- **Newport Young Carers** ran a virtual awareness raising campaign and held a poster competition **Carers Week**

Hospital Discharge & Community Based Services

Throughout the Pandemic services have maintained a full presence on the hospital wards and in the community, often working with people who are Covid positive.

Reablement operates as a fully integrated health and social care service to support hospital discharge in St Woolos, the Royal Gwent and the Grange

It is a short term focussed support package where people are encouraged and supported to do as much as they can for themselves, which has a positive impact on their physical and mental wellbeing.

During 20/21 at the end of the Reablement programme **70% of people required no ongoing support** (409 out of a total of 584)

The Dementia Reablement Service. A regionally funded project that began in October 2020

The Service will provide planned, time limited and goal orientated approaches that support people with memory problems or with dementia to maintain their daily living skills and remain independent for as long as possible.

- **Dementia Reablement Service supported 94 people** between October 2020 and March 2021
- **11 people reduced their package of care** at the end of the programme
- **36 people remained independent** at the end of the programme
- **82 people required no change** to their support at the end of the programme

During the Pandemic people were reluctant to go into hospital due to the risk of becoming infected with the virus. In order to respond to the increased number of community based referrals the Reablement staff worked in partnership with GP's District Nurses and Social Workers to keep people safe at home.

Dementia Service Development – the specialist Reablement service is part of a suite of interventions that will offer citizens options to remain in the community for as long as possible.

- **Spring Gardens** offers daily respite for people with dementia and this also supports the carer to have a break.
- **Outreach Service** newly established as a result of the closure of Brynglas Day Centre that offers flexible support to carers both in the home and in the community

Home First - Newport City Council host this regional service. The Grange University Hospital opened in December 2020 and Home First is fully operational on that sit in addition to the Royal Gwent and Neville Hall Hospitals. It involves the offer of information, advice and assistance (IAA) through a proportionate assessment for patients within pre-admission wards, regardless of where they live in Gwent.

- **Home First** received **840 referrals** between 01/10/2020 and 31/03/21
- Home First **safely discharged 475 (60%)** people between 01/10/20 and 31/03/21

NB Home First stats were not formally recorded at the beginning of the year due to the Pandemic and the re-alignment of services to support the regional Covid 19 requirements for hospital discharge

Domiciliary Care. Newport City Council commissions services from approximately 30 independent providers. Despite a relatively stable market, recruitment of staff has been an ongoing problem across the region.

NCC Commissioners negotiate annual fees with providers that reflect the true cost of care to support the retention of a skilled and committed social care workforce but the Pandemic has exacerbated the staffing shortage and the post lockdown increase in the number and complexity of referrals means that care is having to be prioritised in a way that hasn't previously been necessary.

Staff shortages are affecting all social care services with recruitment processes often failing to identify any suitable candidates. This is a national problem that will require ongoing local, regional and national oversight to manage the risks and find sustainable solutions.

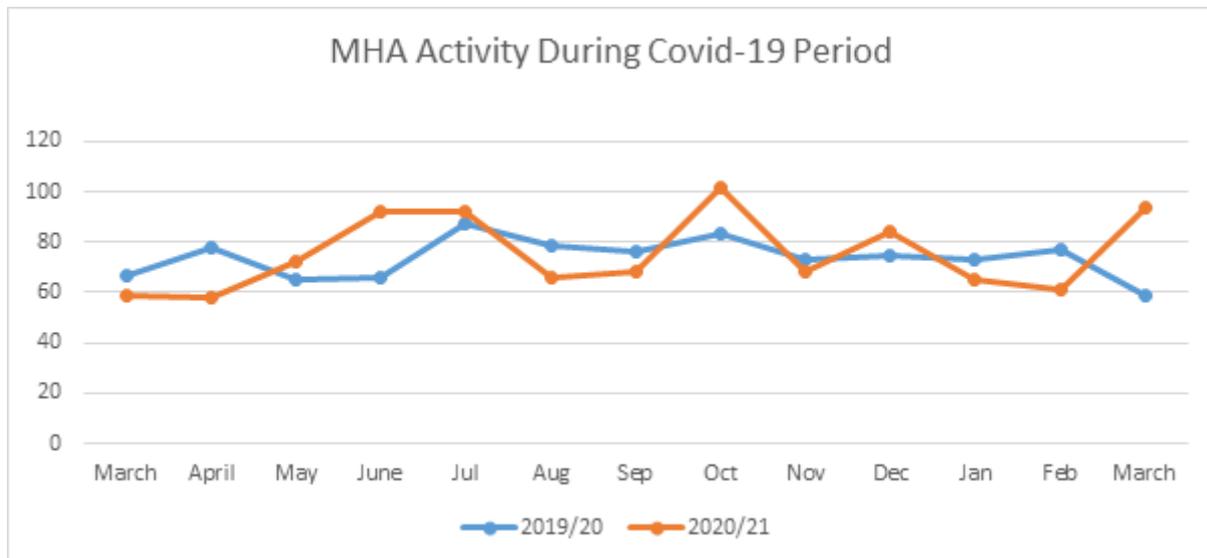
Providers worked tirelessly throughout the lockdowns with carers going into homes that are unregulated environments often knowing that individuals were Covid 19 positive. The number of cases among community based staff remained relatively low as infection control procedures were implemented.

The impact of the Coronavirus Pandemic on services will continue to be monitored throughout 2021.

Mental Health. There is increasing pressure on mental health services and the Coronavirus Pandemic has created further immediate demand with an expectation that resources will continue to be challenged

The Pandemic has further highlighted increases in mental ill health and there has been an acknowledgement nationally that citizens and services are under pressure. Newport experienced 30% more referrals than usual during the period and this was replicated across Gwent.

The graph below shows a data comparison of completed assessments for the Gwent area between 20/21 and 19/20



Deprivation of Liberty Safeguards (DoLS) - the procedure prescribed in law when it is necessary to deprive a person of their liberty who lacks capacity to consent to the care that is required to keep them safe.

It requires Social Services to undertake a mental capacity and best interest assessment for each person where this applies

- 423 full DoLS assessments were undertaken in 2020/21

Due to Covid restrictions, the majority were completed via video conferences but the more complex cases were completed face to face using the appropriate PPE.

"We saw examples of best interest and mental capacity assessments with clear decision making; we also found capacity assessment reviewed over time to consider fluctuating capacity and changing circumstances"

(CIW Assurance Report May 2021)

A new model for authorising the Deprivation of Liberty for those receiving care was due to come into effect in 2020 but this has now been delayed until March 2022 – **Liberty Protection Safeguards (LPS)** are included in the Mental Capacity (Amendment) Act 2019 and will place additional responsibilities onto Local Authorities. A **key priority** for NCC is to ensure full implementation of the new **Code of Practice**

NCC commissions a service from **Mind** that offers support to prevent a deterioration in mental health. The service offers practical advice and signposting to other agencies and self management courses to help with stress and anxiety.

During the lockdown Mind have undertaken active monitoring with their service users. Groups have continued to run via Zoom and activity packs and food parcels have been delivered.

Growing Space as an NCC commissioned mental health service provider has also kept services running throughout lockdown with zoom calls and outreach visits to monitor well being and offer ongoing practical support.

NCC are working closely with partners to understand the impact of the Pandemic. Some service initiatives such as virtual groups and zoom calls will continue to be available as they have become established as a valuable alternative method of engagement

Priorities for 2021/22

- **Reablement** – to further develop the **specialist dementia service** with links to the memory clinic, older persons mental health teams, step down facilities, the dementia respite service and outreach support.
- To establish **Windmill Farm** in accordance with planned timescale
- To continue to increase capacity within the **in-house foster care service**, improve training and support for carers and reduce pressure on external foster and/or residential placements
- To continue to realise the benefits of the **MyST** service to support children with complex needs and their Foster carers and prevent placement breakdown.
- To continue to provide the **Rapid Response** service to families in crisis
- To progress the new **accommodation projects** for disabled children in transition to adulthood
- To develop the **outreach and day service for disabled children** and young people
- To continue to identify and support **young carers** in partnership with Barnardo's
- To ensure our staff are sufficiently trained and prepared for the introduction of the **Mental Capacity (Amendment) Act 2019** by implementing the new **Code of Practice** ready for implementation in April 2022
- To work with our mental health partners in both the statutory and independent sector to establish a clear pathway into preventative services.

Quality Standard 3 – Taking Steps to Protect & Safeguard People from Abuse, Neglect or Harm

A full report on **Corporate Safeguarding** was presented to Scrutiny in June 2021. Safeguarding is intrinsically embedded within the Well Being of Future Generations Act 2015, with the requirement for public bodies to ensure citizens are safe. The Social Services and Well Being Act 2014 strengthens the statutory safeguarding requirements for the Council with regard to the protection of both adults and children. Prevention and early intervention prior to statutory intervention is a key message within the legislation.

Safeguarding children, young people and vulnerable adults is a corporate priority and Newport is an active member of each of the two Regional Safeguarding Boards that have amalgamated under the umbrella of "Gwent Safeguarding".

Newport City Council host the regional **Violence against Women Domestic Abuse and Sexual Violence Partnership, (VAWDASV)** and are active members of the Board. Representatives from both adult and children social services within Newport attend all the subgroups for each Boards work plans.

The VAWDASV Team operate on a regional basis to develop and implement the Welsh Government's legislation across all relevant public services. This ensures that workplace policies are developed; that the **National Training Framework (NTF)** is operational for all staff; and the '**Ask and Act**' Welsh Government mandated training continues to be rolled out to all front line staff so that they can recognise signs of domestic abuse.

All employees complete basic VAWDASV level 1 e-Learning as part of the NCC induction process. The six NTF training levels are required to be completed depending on specific roles within the Council.

Newport City Council host the regional **IDVA (Independent Domestic Abuse Advisor)** team, ensuring resources in Newport are available for our citizens at high risk of domestic abuse. The IDVA regional Manager is employed by Newport City Council (funded by the Police and Crime Commissioner's office) and based within the Regional VAWDASV Team (Violence Against Women, Domestic Abuse and Sexual Violence). The progression and development of the regional IDVA service has required an increase in sustainable funding to ensure citizens with protected characteristics have no barriers accessing the IDVA service. Regional requirements for the service development will be seeking to tender the service for Gwent in 2021.

During 2020 the roll out of the mandatory safeguarding Elearning training was successfully launched and is a part of the recruitment process.

Newport Childrens Services have continued to develop an effective multi-agency response to child exploitation over 20/21 working in partnership and collaboration with colleagues across Health, Police, Education and specialist 3rd Sector agencies.

Our work has led to the creation of an **Exploitation Toolkit and Practice Framework** for identifying and responding to risk, which is rooted in research and Welsh Government guidance on keeping children safe within our communities. Our model was trialled across the region in 20/21 and is now adopted regionally as a model of good practice and approved by the Gwent Safeguarding Board. Interest in our approach has also extended to other Local Authorities across the United Kingdom with some now using the approaches pioneered by Newport. An evaluation of the Toolkit and strategy will be a priority for 21/22 with a dedicated Exploitation Social Worker..

During 20/21 the Child Protection teams remained committed to **keeping children with families** where safe to do so. The focus on work to redesign child protection conferences, was completed across children services and the inclusion of additional services such as **Family Group Conferencing** increases the partnership with parents and wider families to ensure the needs of the child are central to all decision making and plans to safeguard the child. Raising the prevention and intervention possibilities for families with social workers, the legal department and the judiciary to align on this objective has resulted in a **reduction in the number of children entering care proceedings in Newport** as well as a reduction in the number of children waiting to be adopted.

Child protection conferences have continued throughout 2020/21, when children are deemed at risk of significant harm. During the Pandemic conferences have been held virtually.

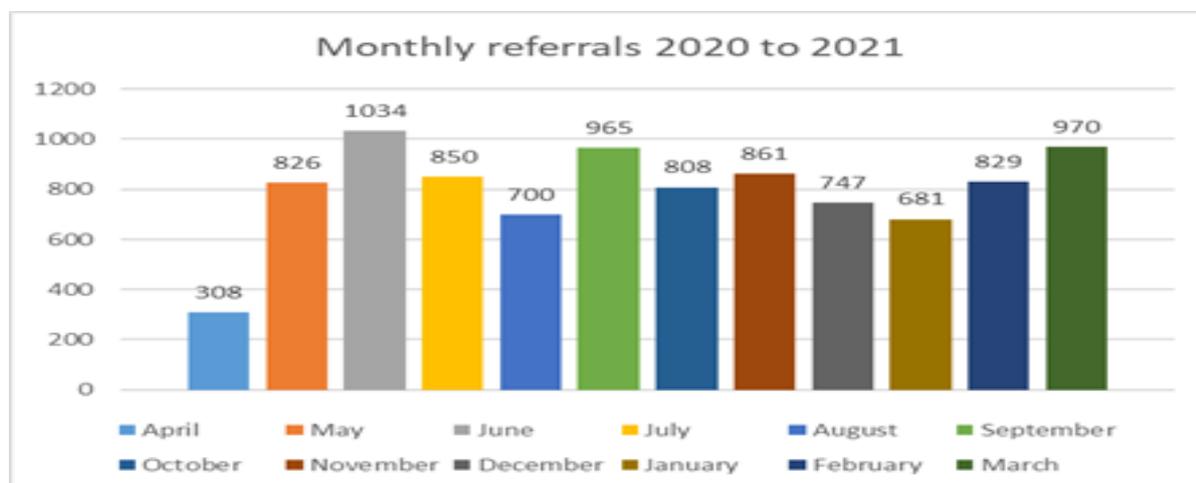
The number of children **Looked After as at 31.3.21 was 376**. The number of children who **ceased to be Looked After** during the course of the year was **92**.

The **Newport Safeguarding hub** and its success has resulted in the model being adopted across the region and the Police have restructured their resources to accommodate this way of working.

The "adult at risk" safeguarding process is still presenting through two referral pathways, the Safeguarding Hub and First Contact Team. This compromises the reliability of the data and leads to inconsistencies in the management of the process. A single pathway is the preferred option but requires further work.

There are safeguarding performance measures captured within the Safeguarding Hub

- Adults at Risk (duty to enquire) as follows:



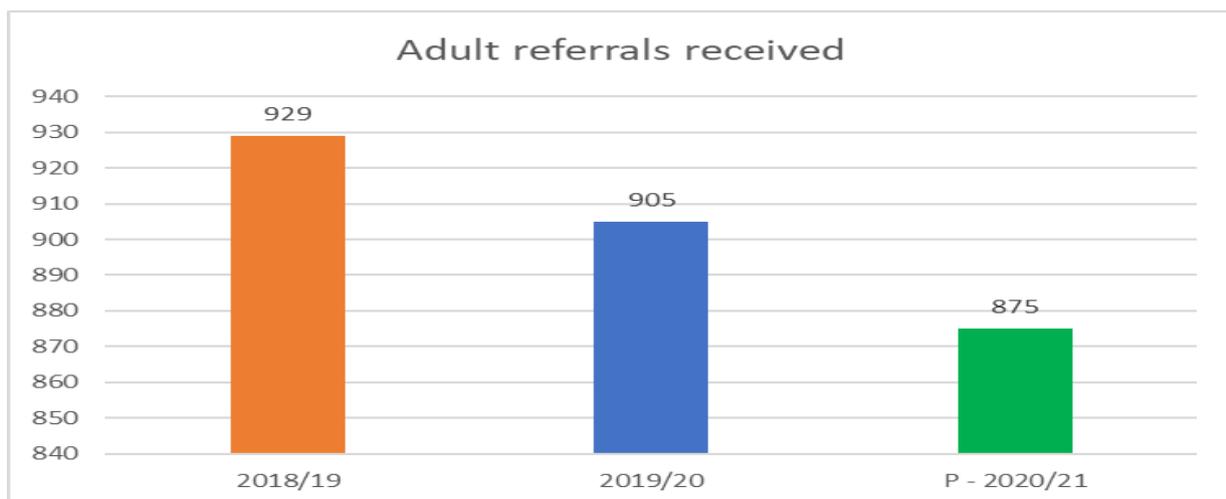
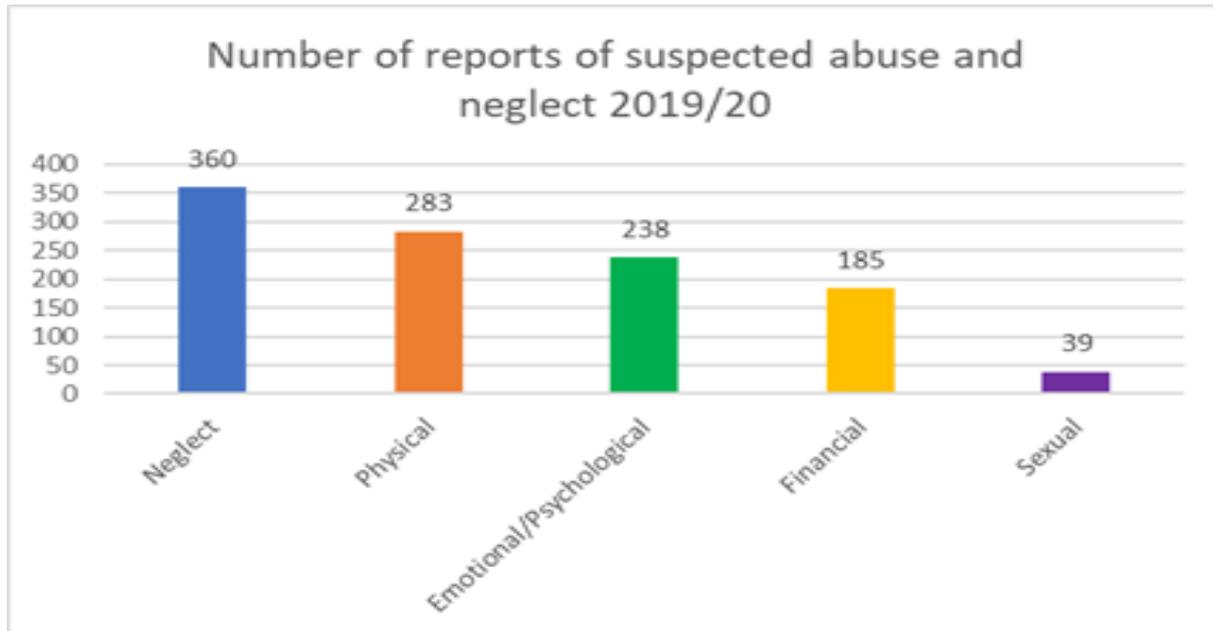
- Children’s safeguarding processes (contacts/strategy discussions/initial conferences);

There was a significant downturn in referrals (Children’s Services) in April 2020 due to the initial pandemic lockdown, however, since this time the number of referrals that have progressed through the Hub has since accelerated.

- **Referrals** to the **Safeguarding Hub (Children’s Services)** have overall **increased by 9.1%** compared to 2019/20.
- **Abuse or Neglect** continues to be the **most frequent** referral category.
- **Referrals** attributed to **Family in Acute Stress** category has **increased 55%** during the pandemic (1248 average to 2262).
- The **prevention service** and children’s duty team is the model in place to address the needs of families in acute stress, responding to need and **escalating only** those families where **thresholds are appropriate**.

The data suggests that there are effective controls within the safeguarding HUB, that there is compliancy and effective safeguarding arrangements in terms of children’s decision making and the statutory responsibilities for timely decision making.

The total number of reports of an adult suspected of being at risk received in 2019/20 was 905. This represents a drop of 24 referrals and a percentage drop of 3%. The projected figure for this year 2020/21 for the total number of reports of an adult suspected of being at risk is 875 referrals, a further 3% drop.



The Council continues to prepare for the **change in practice** from Deprivation of Liberty Safeguards **to Liberty Protection Safeguards** which will now occur in 2022. More training on the new legislation/ practice to increase knowledge and skill will be on-going and is clearly identified both within the Annual Corporate plan (2021/2022) and in the social services training plans.

Achievements 20/21

- A **self- assessment safeguarding audit tool** was completed across the council.
- **E-learning** safeguarding module for all Members, Officers and volunteers is operational and formal recording is in place on completion.

- The **safeguarding champion's** cohort continued to meet virtually throughout the pandemic restrictions.
- Completion of a **volunteers/chaperones register** is centrally held within People and Organisation service. This assures **training and recruitment** for all volunteers.
- **Safeguarding Hub for children and adults** confirmed and extended across the region.
- A **child exploitation strategy** and toolkit for Newport has been accepted by the regional Safeguarding Board and parts of the UK and is now established practice.

Priorities for 2021/22

- To work with each service on the outcome of **the safeguarding self-assessment audit** for continual development.
- **Single Unified Safeguarding Review (SUSR)** Newport leading on the Policy and Process part of the Welsh Government and Home Office project to align all case reviews for children, adults and domestic homicides under Safeguarding Boards.
- Embed the change in legislation from Deprivation of Liberty to **Liberty Protection Safeguards (Mental Capacity Act)** and ensure a robust process is introduced for Newport citizens where this is applicable.
- Tender of the **regional IDVA service** and develop the service to ensure all citizens with protected characteristics access services.

Quality Standard 4 – Encouraging & Supporting People to learn, develop and participate in society

Supporting children who are looked after and young people leaving care to reach their full potential and achieve positive outcomes is a key priority for Children's Services. Targeted support is provided to children and young people at key stages in their education. In addition, tuition and extra-curricular activities are funded to provide further support.

The Child Protection service in partnership with Barnardo's have committed to improving collaboration and participation across Children's Services in 2021/22 by establishing the following:

- **Parent Advocacy and Mentoring Support Programme** to enable parents to receive direct support to meet the needs of their children. The model will also offer peer mentors and advocate training to encourage and facilitate meaningful participation in the development and evaluation of services
- **Young Persons Participation Board** to recruit young people who have experience of children's services and are able to help us shape what we provide in the future

The Career College Consortium (previously known as the Gwent Care Academy) is a regional initiative

- The Pandemic has both highlighted and aggravated the issues of staff shortages in social care. Carers have worked tirelessly throughout and better paid jobs in hospitality and retail are an understandably attractive option that will continue to diminish the workforce.

The Consortium is working hard to improve **recruitment and retention** by establishing a

- **Gwent Care Career Pathway**

Partners include:

- Coleg Gwent – ABUHB - Local Authorities - Care Forum Wales
- Regional employability projects - Mirus (as a provider representative)

Career College Consortium Main Objectives

- To create a seamless pathway from college into health and social care by developing relationships with statutory bodies and employers
- Add value to current courses while developing new, innovative courses that meet the future recruitment needs of the sector.
- To create more opportunities for work experience placements/internships across the sector

NB: The Pandemic has led to a reduction in the numbers of placements offered by employers and the motivation and focus of students has suffered. This is being addressed and priorities for 2021/22 are:

- To develop new approaches to **apprenticeships**
- To continue to **add value to courses** by working with practitioners and providers to develop 'service insights'
- To develop **data collection processes** to understand the impact of the work of the consortium on the student cohort and the care sector.

The Council has an apprenticeship scheme – but no placements were offered during 2020/21 as a result of the Pandemic.

Newport City Council is committed to ensure that people with **dementia** are not socially excluded.

NCC Corporate Plan 2017-2022:

“We will use best practice materials from the Alzheimer’s Society to create an online training module for staff and businesses”

The Pandemic made it difficult to deliver dementia awareness sessions but in May 2021

- **Newport Transport**, become the first bus company in Wales to be accredited as **Dementia Friendly**. The company has worked with the Regional Partnership Board, Newport City Council and Alzheimer's Society to make all staff dementia aware and highlight how drivers can support people living with dementia and their carers to use transport around the city.

In March 2020 adult services established a contract with **Volunteering Matters** to specifically address the needs of the community for low level support during the Coronavirus Pandemic.

- NCC, in partnership with Volunteering Matters established a range of essential support services such as shopping, medication/prescription collection for those shielding or with caring responsibilities who were unable to access services during the Pandemic.
- **58 volunteers** were recruited and trained and although some were on furlough and have now returned to work it has offered an opportunity build on the service and establish a meaningful volunteer programme to enhance the ongoing low level support needs of the community with funding remaining in place during 2021/22
- NCC provides funding and works in partnership with **Growing Space** who offer accredited training programmes for people recovering from **mental ill health**.

The service is based at Tredegar Park in Newport where they have established a gardening project and a shop selling plants and handcrafted items, offering participants horticultural, organisational and retail experience.

Priorities for 2021/22

- To continue to identify and source **additional educational support** for children who are looked after to improve choices for work experience, training, apprenticeships and wider employment options
- To develop the **Parent Mentoring and Advocacy Programme** and establish the **Young Persons Participation Board**
- To continue to support the health and social care sector through the **Career College Consortium**
- To further develop the **volunteer service** and establish a sustainable model.

Quality Standard 5 – Supporting people to safely develop and maintain healthy domestic, family and personal relationships

NCC supports children to feel they can make decisions for themselves and maintain important relationships. It is recognised that people having fulfilling relationships with those they are close to is important for their well-being. Children who are looked after maintain contact with their families through facilitated sessions.

the **Cwtch centre** who are responsible for facilitating family contact time worked tirelessly throughout the Pandemic using virtual and face to face methods to ensure parents were still able to see their children. This hybrid model successfully addressed the needs of the family and kept staff and participants safe.

- In 2020/21 **36 children returned home from care**

Barnardo's currently deliver an **Integrated Family Support Service** in partnership with NCC.

The partnership has developed innovative approaches to prevent children coming into care:

Family Group Conferencing Service. (FGC) encourages families to find their own solutions with appropriate support. The aim is to build resilience, develop problem-solving skills and reduce dependency on statutory provision. Whilst the Pandemic resulted in fewer FGC's the results still remain strong

- During 2020/21 there were **98 Family Group Conferences**
- **30% of families reduced risks** following FGC engagement
- **20% reduction in Looked After numbers** following FGC engagement

The success of this model has resulted in funding being made available by Welsh Government to deliver the **Later Life Links Model**, which uses the Family Group Conference approach for Care Leavers. This will be developed in the NCC Pathway Teams as a priority in 2021/22

Baby & Me went live in November 2019 and works with pregnant women whose children are at risk of being removed. The service includes a Social Worker, Midwife and Health Visitor.

- In 2020/21 **12 out of 18 babies** at risk of being removed **went home with their family**

Family and Friend Team This team aims to enable kinship Foster Carers to become Special Guardians. A panel has been established to consider **Special Guardianship** plans to ensure the Court is provided with sufficient reassurance of viable and safe alternative arrangements to **reduce the number of care orders** and enable children to remain within their family.

"We found a positive approach to developing creative services, such as Baby and Me and productive relationships with Families First, Barnardos and youth justice"

(CIW Assurance Report May 2021)

Respite offers an important opportunity for family members and the cared for person to have time for themselves. It supports the caring role and ensures the maintenance of healthy relationships. Newport offers **residential respite services for adults and children**.

Residential respite for **adults** with disabilities is available at the **Centrica Lodge** in the Gaer area of the city. Occupancy was reduced during the Pandemic but the service remained open. Discussions are currently underway to improve day time activities for those attending.

Oaklands residential **respite centre for disabled children** also remained open throughout the Pandemic offering much needed support for families.

The Carers Sitting Service was not available during lockdown but staff continued to offer support over the telephone and with practical issues such as shopping and prescription collection.

Brynglas Day Centre – After a long period of closure during the Pandemic it was agreed that it would not re-open and all those who previously used the services were offered alternative provision in full consultation with them, their families and carers.

During the period of closure **Social Work teams maintained regular contact** to ensure appropriate arrangements were in place.

- **Mental health** –
 - **Growing Space** based at Tredegar Park
- **Learning Disability** –
 - new **day service** at Ringland developed by an independent provider
- **Older People** –
 - new **outreach service** developed by NCC
 - new **Dementia Respite Service** developed by NCC based at Spring Gardens Residential Home

These services are in the early stages of development and some people are not yet confident enough to return. The situation is being monitored and will form part of the ongoing evaluation to determine how the Pandemic will impact in the longer term on service demand and models of delivery.

NCC Corporate Plan 2017-2022:

"We will develop our internal Care Homes and day opportunities to specialise in Dementia care"

Shared Lives offers shorter periods of respite to enable carers to have a break in addition to long-term placements. It gives older people, adults with learning disabilities, physical disabilities, and people with mental health support needs including older persons with dementia the opportunity to experience family-based support settings, rather than in residential environments.

The service is managed regionally with Caerphilly County Borough Council as the host. The service experienced reduced numbers during the year but placements did continue to be made in accordance with guidelines and Covid safe practice.

- At the end of 2020/21, there were **41 people** from Newport in long-term placements."
- In the Newport area there are **69 registered shared lives carers** and **68 service beneficiaries**
- In August and September 2020 there were **3 virtual open days** to **promote awareness** of the scheme and **encourage carer recruitment.**

Relationships can also be harmful and as outlined under Quality Standard 3, work is carried out through the Safeguarding Boards and Regional services such as IDVA and VAWDASV to support and protect those who are at risk of harm.

Priorities for 2021/22

- To further develop the **preventions work** in Children's Services to support families, placements and develop sustainable alternatives to care
- To develop the **Later Life Links** Model for Care Leavers
- To develop the **domiciliary care service for children with disabilities;**
- To monitor and review the new arrangements for **day services provision** for mental health, learning disabilities and older people to ensure they continue to meet the needs of the community
- To continue to educate and inform people about the dangers of **unsafe relationships** and support those at risk of harm.

Quality Standard 6 – Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

As outlined in Quality Standard 4, Children's Services support children and young people to access education and training and provide individualised additional support where necessary.

In 2020/21 we recorded that **17** Care Leavers had completed **3 consecutive months of employment, education and training** within 12 months of leaving care and **26** within 24 months

This is a new measure and will continue to be monitored during 2021/22

In 2020/21 we recorded that **28** care leavers **experienced homelessness** within 12 months of leaving care

This is a new measure and will continue to be monitored during 2021/22

NCC works with Registered Social Landlords (RSLs) and the Housing Department to ensure we can provide an appropriate response to young people facing homelessness. We have access to supported accommodation and lodgings for young people who need extra help during the transition from care to independent living and are currently working with a private landlord to increase the accommodation and support options available.

- We currently have the use of **10 properties** – 8 private and 2 NCC
- Funding has been sourced from the **Housing Support Grant to employ 2 workers** to help the young people develop independent living skills.

3 ICF capital bids approved

- 2 supported accommodation provisions for 18+ and 1 for 16-18 yr olds for development during 2021/22

Unaccompanied Asylum Seeker Children (UASC)

- The National Transfer Scheme has been developed in order to support the dispersal of unaccompanied minors. Newport and Cardiff Children Services will be acting as the region for Wales and has agreed to accept up to 30 young people per annum.
- Collaboration is ongoing with stakeholders to ensure there is an infrastructure to meet the needs of this vulnerable group of young people.

"There has been productive working with Cardiff City Council as lead local authorities in Wales for the National Transfer Scheme (NTS) and the safe transfer of unaccompanied asylum seeking children (UASC) from one authority to another"

(CIW Assurance Report May 2021)

Disabled Facilities Grants (DFG's) are available to citizens to make their homes safe and enable them to remain independent

Covid 19 has significantly disrupted the service .Suspension of onsite work from March to July.

- **86 DFG's** were completed (135 in 2019/20)- including ramps, stairlifts, and accessible showers to enable people to remain safe and independent. The total spend was £784,307 (£1,092,123 in 2019/20)
- **780 1130 Safety at Home Grants** were allocated (1130 in 2019/20) with a total spend of £242,445 (£374,931 in 2019/20)
- A further £343,425 was unspent but committed so will continue into 2021/22

The service is adapting by introducing new safe onsite working practices and the removal of paper based systems to enable staff to work from home.

Residential Care - NCC has **3 residential homes**, offering **94 beds** for older people and those with specialist dementia care needs. Parklands offers 15 specialist beds for those who are ready to be discharged from hospital but who need support to return to independent living.

- At the end of 2019/20 Newport was badly affected by the virus and the impact on care home settings was significant and devastating for residents, families and the staff.
- The ongoing work with care homes includes the continued distribution of PPE and the allocation of additional funding from Welsh Government.
- Close partnerships have been forged between Commissioning Teams, Environmental Health, Public Health Wales and ABUHB in order to provide support and guidance to providers, to ensure service continuity for citizens and to ensure oversight of the regional position.

Care homes have suffered **significant harm** throughout the Pandemic and although the vaccination roll out has reduced the number of infections cases, the relaxing of restrictions means that cases are still being recorded. This, along with the challenges of **staff shortages** is affecting the number of placements that can be made when increasing levels of need are presenting to adult services.

Regular testing is in place and close collaboration between ABUHB, Public Health Wales and Environmental Health to monitor the situation and offer support to providers.

Changes to the financial support later in 2021 by the Welsh Government may result in some homes becoming **financially unsustainable**

- During 2020/21 **2 care homes closed** in Newport with the loss of over **60 beds**

The situation will continue to be monitored, we **work closely with providers** and with ABUHB to ensure residential care provision is sufficient for the community both in terms of capacity and quality.

NCC has developed an **Independent Living Strategy** to identify the future accommodation needs for adults with **Learning Disabilities**. Discussions are ongoing with **Housing Strategy** to identify opportunities for the development of

new self-contained accommodation units where people can access support but live more independently.

- During 2020/21 a **new development** in Newport offered **5 adults** with learning disabilities improved opportunities for independent living
- More schemes are planned in 2022/21

Housing Support Grant (formerly Supporting People)

2020/21 has been a challenging year for the supported housing sector but the housing support team together with partners have found new ways of working to continue to support some of our most vulnerable citizens.

- **Hostels, refuges and supported accommodation** settings were fully operational
- **Floating support workers** quickly adapted their working practices using technology where possible to minimise the need for face to face contact.

During 20/21, the Housing Support Team

- received over **2,500 new referrals**, approximately **48 per week**, slightly less than in 2019/20 when 3,000 referrals were recorded.
- Over **5,000 people** were supported during the 12 month reporting period but in a different way. The **new ways of working** enabled more contact with service users

Homelessness - A major challenge for the Council was implementing the directive from Welsh Government and Public Health to ensure all homeless people were able to access suitable temporary accommodation during the Pandemic.

In order to respond to the complex needs of this group of people we established a **new floating support service** in partnership with three specialist providers. Working with colleagues in the Housing Needs Unit and the Gwent Drug and Alcohol Service (GDAS)

- Over **70 verified street homeless** were accommodated and supported in a variety of settings in the City.
- **Substance misuse services** were offered on an outreach basis

Housing Support Grant - Finance

- **2020/21 £6.3m** of Housing Support Grant funding was invested in a wide range of accommodation-based and community support services for Newport citizens.
- Welsh Government announced a major uplift in funding for the Housing Support Programme in 21/22 with Newport confirmed as receiving an **additional £2.57m** per annum.

A list of project proposals is currently being developed and presents a unique opportunity to further develop services that prevent crisis, keep people safe,

prevent homelessness and reduce the need for more expensive accommodation options.

Housing Support grant also funds a

- **Financial Inclusion Team** who, in 2020/21 increased income for vulnerable citizens by over **£300,000**, despite the constraints of the Pandemic.

The Citizens Advice Bureau is funded to provide financial advice and assistance. This service continued to be available by phone throughout the Pandemic.

The Appointee Team – NCC acts as an appointee for those who lack the capacity or capability to look after their own finances. This requires the oversight and management of income, general financial management to ensure bills are paid and that money is available for everyday expenses. Many of these cases are as a result of **safeguarding issues**.

This is a **critical service** and was maintained throughout lockdown by modifying systems to reduce the number of people requiring weekly cash collection. This included new bank account set ups to facilitate electronic transfer and working with providers to agree advance payments for individual allowances.

The team assisted Children's services by providing cash for care leavers utilising their established agreements with a local Post Office.

- At 31st March 2021 the Appointee Team were managing **109 cases** providing a service to individuals to protect their finances and maintain financial solvency.
- During 2020/21 the Appointee Team **recovered £57k in care fee arrears**
- During 2020/21 the Appointee Team **recovered £33k in Housing Benefit and Council Tax debt**
- During 2020/21 the Appointee Team **recovered £9k in rent arrears** therefore protecting tenancies and preventing homelessness
- During 2020/21 the Appointee Team **generated revenue of £50k** as service charges.

Priorities for 2021/22

- Continue to work with the RSL's to develop **sustainable accommodation** options for all client groups
- To continue to develop innovative services for people with **dementia**
- To continue to support Newport citizens of all ages to **manage their own tenancies and maintain their independence** through services funded by the Housing Support Grant
- To improve the support available to **care leavers** in order to address homelessness and assist in the transition to education, training and employment;

- Increase the range of accommodation and support options available for **young people leaving care.**

How We Do What We Do

Our workforce and how we support their professional roles

The workforce is a dynamically changing asset that supports service delivery to some of the most vulnerable people in the city. NCC faces many challenges, not least as a result of complex social issues associated with city centre living.

Under Part 9 of the Social Services and Well-being (Wales) Act 2014, regional finance, governance and workforce priorities for action are agreed through the Regional Workforce Development Board and reflect alignment to Social Care Wales' National Priorities in partnership with transformation and health services.

The Social Care Wales Workforce development Programme (SCWWDP) Board regionally agreed priorities for 2020/21 are as follows:

- Support the continued implementation of the Regulation and Inspection of Social Care (Wales) Act.
- Support the training, development and qualification of social care managers.
- Support the ongoing development of approaches to outcome-focused care and support practice.
- Support for both Social Work qualifying training and post qualifying training in Wales.
- Support frontline social care workers to develop their skills overall in relation to social care, and the revised induction framework.
- Enable the workforce to meet regulatory requirements for qualification and/or registration using guidance available in the Qualification Framework.
- Provide learning and development to equip the workforce to work effectively alongside carers.
- key priorities included support for digital solutions for workforce development and the implementation of welsh language standards, and the active offer.

Local Key achievements in 2020/21 focussed on immediate and responsive workforce initiatives required as a response to the Coronavirus Pandemic

- Resources and facilities redesigned to meet increased assessment of risk (eg continuation of personal training in buildings was risk assessed and managed)

- Continuation of face to face essential training to enable the workforce to remain competent within job roles e.g. by providing access to essential generic/ non-qualifying courses of core learning and development opportunities, delivered across the sector. Within this context we still delivered 2485 course places in a variety of formats.
- Implementation of digital formats for training (e- learning platform and licences, use of workbooks and paper-based formats to support learning, use of web -based meeting platforms to deliver training)
- Social Work Qualifying Training –5 trainee SW students from NCC workforce with 2 qualifying .
- Social Work Practice Learning Opportunities adjusted to meet COVID -19 requirements, and extended liaison with university partnerships to establish and implement *adjusted* programmes and PLO assessment requirements for SW students . This is with four universities and 30 teams /placements during the new academic year
- Similar adjustments made for our Post Qualifying Social work programmes with programmes offered via virtual formats with partner universities. 5 NQSW supported in their 1st 3 years. 3 Enabling practice learning. 9 CPEL Consolidation.
- Roll out of the new CORE vocational qualification in addition to other vocational qualification routes. The team continued to work with 85 learners across 9 vocational care and management based courses.
- Continued to work with Awarding Organisations at national level (City and Guilds and WJEC), to mitigate COVID -19 impact upon learners and qualifications, and introduce amended assessment arrangements
- Implementation of the new All Wales Induction Framework, support for SCW registration of the sector and delivery of online registration support sessions- with the Regional Transformation Team.
- Emergency training support for the sector/ Covid related resources using our networks, partners, and accessible formats such as Facebook and You Tube videos, to share knowledge and resources to the sector

The approach of workforce development to meet individual learning needs as a responsiveness to the challenges faced by teams, and practitioners managing frontline practice.

Between April 2020 and August 2020 the workforce team also responded with some front facing/care support and back office support functions that sat outside of their immediate roles (e.g. working in residential homes and supporting external sector data collection for Covid -19 data information requests). But even as supportive within these care roles, workforce staff were still completing learning activities such as assessment, observation, competency checks etc.).

Financial Resources & How We Plan for the Future

The 2020/21 revenue out-turn produced a net underspend, after core budget contributions to/from reserves, of £14m against the £300.2m budget (4.6% variance). This variance has arisen for several reasons.

At a high level, the following explains the position:

- Receipt of one-off Welsh Government (WG) funds to compensate Council services to support its enhanced service delivery to Newport's communities in response to Covid; and lost income from Covid restrictions; meant these costs were not borne by the Council;
- Funding for the direct costs of, and delivery' of the WG support programs to businesses; meant these costs were not borne by the Council;
- Underspends across all services in relation to (i) costs of general administration and service provision due to changes in working practices and (ii) not undertaking planned/normal services, as they were not required or unable to be carried out due to Covid response work being prioritised;
- Resulting directly and indirectly from all of the above, the Councils budget underspent on its general revenue contingency budget, council tax reduction scheme and council tax income, which they would ordinarily do in a 'normal year'. These are all non-service budget areas.

Across Social Services, the overall outturn was a £2.824m underspend for both areas. £221k overspend in Children services and £3.045m underspend in adult services.

- Adults social care - community care – (£1.5m) underspend
- Adult In-House residential homes – (£500k) underspend
- Adult Staffing – (£290k) underspend
- Children's in-house residential and respite – £752k overspend
- Childrens Emergency Placements - £638k overspend
- Children's out of area placements – (£330k) underspend
- Youth Offending/Child Protection and Family Support Teams – (537k) underspend

The global pandemic, which lasted throughout 2020/21, had an unprecedented financial impact.

Whilst Adult Services was expecting pressures due to increased demand from adults living longer with complex needs, COVID-19 caused a decrease in numbers. Numbers are expected to rise back up to normal levels, however the timeline is uncertain. Welsh Government compensated the additional cost, as a direct result of COVID-19.

However, within Children Services, the pandemic did not affect the numbers of looked after children. Therefore, Children services faced the normal pressures but with the added complication of not being able to carry out as much preventative work. There was also a lack of availability of certain placements/fostering options due to covid-19 restrictions.

The in-house residential services suffered from an unexpected high level of non-covid sickness across all homes. The issues have been addressed and this was hopefully an in year issue only. The alternative residential services project is progressing well which should in time reduce the reliance on external provision. Newport will continue to monitor this in 2021/22.

The council continues to work collaboratively with regional partners to maximise the use of regional resources to develop services within Newport.

The annual budget in 2020/21 for social services was £75.1m. There is a well-developed financial management process in place across service areas that supports the medium term financial plan and enables the identification and management of budget risks.

Partnership Working, Political and Corporate Leadership, Governance & Accountability

The features of partnership working have become more deeply embedded in the activities of both Children's and Adults with Heads of Service, the Strategic Director and Cabinet Member regularly engaged. NCC is a very active participant in the Regional Partnership Board.

Bids have, and will continue to be, made successfully to the WG Transformation Fund and the Integrated Care Fund, both capital and revenue. The former is a key mechanism for prompting and facilitating integrated working. The Newport Integrated Partnership (NIP), incorporating the third sector, ABUHB, Housing Associations and NCC continues to be the group that determines and drives the practical implementation of any regional approach to integration. The NCC Strategic Director is joint Chair of the NIP.

The Cabinet Member, Cllr Cockeram has been the Chair of the Regional Partnership Board since October 2020, he actively engages with numerous service user groups and with the Minister. In addition, Cllr Cockeram provides significant challenge to NCC officers.

The Cabinet Member, along with the Strategic Director and Heads of Service, regularly attend scrutiny. Cllr Cockeram presents reports on social services matters to Cabinet and responds to questions from Cabinet colleagues in addition to his appropriate provision of social services context within Cabinet discussion.

Heads of Service regularly brief the Corporate Management Team (CMT) on social services matters with safeguarding and Domestic Homicide, Child Practice and Adult Practice Reviews standard items on the CMT agenda. Safeguarding is a standard item on the agenda of the Senior Leadership Team (SLT), chaired by the Chief Executive. There are monthly reviews of the service finances involving the Senior Finance Partner with the Heads of Service and again with the Strategic Director. Budget proposals and annual budget determination follow the NCC budget setting process with Heads of Service discussing these in detail with the SLT before the proposals are considered by the Cabinet Member and then by the Cabinet. Complementing the above there are clear lines of decision making and accountability to the Heads of Service and onward to the statutory Director of Social Services, the Strategic Director with the Cabinet Member providing the strategic direction.

August 2021

Chris Humphrey

Director of Social Services



Glossary of Terms

ABUHB	Aneurin Bevan University Health Board
AMHP	Approved Mental Health Professional
BAME	Black and Minority Ethnic
CIW	Care Inspectorate Wales
CSE	Child Sexual Exploitation
DFG's	Disabled Facilities Grants
DOLS	Deprivation of Liberty Safeguards
DTOC	Delayed Transfer of Care
IAA	Information, Advice and Assistance Service
IDVA's	Independent Domestic Abuse Advisors
LAC	Looked after Children
NCC	Newport City Council
NFF	National Fostering Framework
NSP	Newport Support Partnership
OT	Occupational Therapy/Therapist
PSOW	Public Services Ombudsman for Wales
RISCA	Regulation and Inspection of Social Care legislation
RSL's	Registered Social Landlords
SCWWDP	Social Care Wales Workforce Development Programme
UASCA	Unaccompanied Asylum Seeker Children
VAWDASV	Violence against women, domestic abuse and violence Team
WCCIS	Welsh Community Care & Information System
WG	Welsh Government
YJS	Youth Justice Service

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ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES

Newport City Council 2021 - 2022

1. Introduction

From December 2019 until October 2021 Chris Humphrey acted as the Interim Director of Social Services. I would like to thank Chris for her work in the role during that period and wish her well in her retirement.

2021/2022 saw a period of structural change for Newport City Council and a rethinking of the previous senior management framework. These changes brought a shift in the role of the Directors. For Social Services the creation of a shared Director role for Adults and Children's Social Care with Prevention and Inclusion aligned a swathe of key services for the most vulnerable children, young people and adults. In November 2021 I was appointed as Strategic Director of Social Services, Prevention and Inclusion. Mary Ryan was appointed as Head of Adult Services in October 2021. In February 2022 Natalie Poyner took up the post of Head of Children's Services while Caroline Ryan-Phillips commenced as the Head of Prevention and Inclusion service. These changes led to further shifts for service manager posts across Social Services.

As with the previous year 2021/2022 was dominated by the response of Social Services and indeed the whole Local Authority to the covid pandemic. In the latter part of the year as we began to emerge from the darkest days of the pandemic the work shifted to recovery and how to rebuild. As we came to the end of the year the outbreak of war in Ukraine and the looming financial crisis began to impact on how we plan for 2022/2023 and beyond.

Despite the huge challenges and the unrelenting demands of the pandemic Social Services staff continued to work to deliver the best possible provisions against the backdrop of restrictions and losses of the two years of the pandemic. The continued resilience and positivity of the staff has remained steady against the backdrop of growing demands for services and as the year closed the beginning of further challenges in terms of resources. Working with the trials of the pandemic have impacted on all aspects of service delivery and staff wellbeing and yet we continue to see compliance with the regulations, codes of practice and statutory guidance and

have been able to promote and indeed develop best practice across a range of areas of our statutory social services functions.

In light of the senior management changes during 2020/2021 and the very particular impact of the pandemic this is a somewhat truncated Director's Report. Nonetheless it does provide a flavour of the positive work and achievements as well as the enduring and growing challenges for Social Services.

2. Director's Summary of Performance

The work of social services is fully described and supported within the service plans developed as part of the Newport City Council corporate requirements. For 2021/2022 the service plans reflected working within the Corporate Plan for 2019/2022. The well-being objectives tied closely to the Corporate Plan, notably

- To improve skills, educational outcomes and employment opportunities.
- To enable people to be healthy, independent & resilient.
- To build cohesive & sustainable communities.

The year end reports for both Adult and Children's Services were presented to Scrutiny on 26.07.2022. The service plans and the year end reports for 2021/2022 are appended to this report. The work on the plan going forward into 2022/23 and beyond has been completed and will be presented to Scrutiny on 29.11.2022 for Prevention and Inclusion and for Children's Services and Adults Services on 06.12.2022.

The performance of Social Services as described in the year end reports reflects the challenges of the pandemic and the work completed to address those challenges as well as to sustain core services across all areas of statutory functions

Across Childrens and Adults services 2021/2022 there has been a continued emphasis on Early Intervention and Prevention. The appointment of a Head of Service specifically for Prevention and Inclusion in January 2021 will further

enhance and develop this work initially for children and families but ultimately across all ages and with the potential to consider community based resources for well-being. Work in this area has initially focussed on the recommissioning of the Families First services, the further development of Flying Start provision and consideration of a remodelling of our youth and play services.

Work with stake holders and partners has been crucial throughout the pandemic with the strong working relationships with the other four Local Authorities within the Gwent footprint, Aneurin Bevan University Health Board and Gwent Police of particular note. The desire to work effectively across professional boundaries will continue into 2022/23 with active and contributory engagement with both the Regional Partnership Board and the Public Service Board as well as the Safeguarding Boards.

The early days of covid saw an increased understanding of and willingness to utilise hybrid ways of working. While Social Services delivered the majority of services face to face the adoption of new ways of working to assist delivery and to facilitate engagement for citizens and professionals has continued at pace. The increased use of technology has been embraced as a means of ensuring effective and timely service delivery and utilisation of resources.

The numbers of referrals for Children and Adult services has risen throughout the year. Referrals are higher than at any point in the past 10 years. The continued growth in referrals has been accompanied by seemingly increased complexity and acuity. So safeguarding referrals and mental ill health referrals have both risen and with them an increase in the need for rapid interventions, consideration of judicial involvement and the need to work ever more closely with colleagues in the police and health services.

In May 2021 the Care Inspectorate Wales (CIW) Assurance Check was completed. CIW set out to answer two key questions

1. How well is the local authority discharging its statutory functions to keep people who need care and support and carers who need support, safe and promote their well-being during the pandemic.
2. What is the Local Authority doing to prevent the need for children to come into care and are children returning home to their families quickly enough where safe to do so

They sought to do this against the core principle stated as

“We considered the safety and well-being of people who use or may need to use services, the safety of services they access and the safety and well-being of people who work in services”

The findings identified a culture of improvement and mutual support and a recognition of positive leadership. It was noted that staff morale was generally good. “Partnerships were in the main working well at all levels and delivering an integrated sustainable approach to meeting need and promoting well-being”

Innovative responses to the Pandemic were noted in adult services and also that there was evidence that carers had been identified as requiring additional support and that efforts had been made to ensure that information and advice was available.

“Mostly evident at an individual level, we found support was underpinned by a relationship of openness and honesty about the options available for people who need care and support and carers who need support”

In Children’s Services the preventative interventions such as the Rapid Response service, Family Group Conferencing MyST and Baby & Me were identified as being effective at preventing needs escalating and it was noted that parents and carers were positive about the support they received.

“Many staff were exhausted with complex case work and high volume evident. Children’s services were experiencing unprecedented demand and increase in referrals. In adult services we found services working under significant pressure”

CIW identified the following as areas for improvement

- Supervision – need to improve recording to evidence shared thinking and rationale in decision making
- Timeliness needs to be improved in supporting the well-being of the workforce to manage demand and for those waiting for assessments and care and support
- It was acknowledged that the Pandemic had restricted the ability of preventative services to operate thereby creating additional demand.
- Inter-agency responses could be improved with better understanding

A full copy of the report can be found at:

<https://careinspectorate.wales/our-reports/local-authority-inspection-and-review-reports>

3. How are People Shaping our Services?

Newport City Council is committed to ensuring that people are able to have a say in how they receive care and support and how services will be developed and delivered in the future. The voice of those who access services is key to efficacy and development.

Some examples of how we do this are

- Co-production in the assessment process to enable citizens to express their preferences around how support will be delivered.
- Contract monitoring processes where the views of citizens who receive services are sought and providers are contractually required to gather feedback and comments to inform service development.
- Citizen engagement/involvement in the commissioning process
- Complaints and compliments.
- Consultation events and citizen forums

- Provider Forums and engagement processes
- Feedback from inspections and engagement with Care Inspectorate Wales (CIW).
- Focussed reviews and deep dives of key areas of work with critical challenge
- Active promotion of voice of the child through direct individual and group work

The work of particular teams notably Community Connectors and Carers and the Disabled Children's Team are excellent examples of recent positive engagement using activities and different methods of collating the views of those involved,

4. Promoting and Improving the Well-being of Those We Help

In the Director's Report of 2020/2021 the details of the teams across Social Services who support the delivery of statutory functions was described in detail. Over 2021/2022 while there have been developments in specific elements of work the core structures have remained. The 2020/2021 report is attached for reference as to structures across Social Services. In 2020/2021 priorities were identified for each of the quality standards and this section of the report returns to those priorities and identifies how they have been supported during the year.

Quality Standard 1

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Priorities for 2021/22

- To further develop the **First Contact** team into an **Information Advice and Assistance (IAA) hub** consisting of co-located Social Care, Health and partner organisations

The restrictions of the pandemic have delayed working on increased colocation. The active engagement and presence of Gwent Police for both adults and children's safeguarding has been completed with a full complement of police working alongside social services staff. However, wider colocation for example

with health colleagues still requires greater work. We do of course support and indeed take a lead role with the regional Home First provision with location of Social Services staff in hospital settings.

- To engage and support more **adult unpaid carers**

Work was completed during 2021/22 to apply for Carer Friendly Advanced Accreditation with the presentation of the award taking place in August 2022. A comprehensive portfolio of evidence outlining the service we provide for unpaid carers was assessed by an independent panel, who stated that there is 'a lot on offer' for unpaid carers in Newport. They commented that the NCC Carers Handbook and Carers Network Bulletins are a great resource for unpaid carers to access information in one place. They also expressed appreciation that staff have the opportunity to improve their understanding of unpaid carers through training workshops.

- To continue to expand and improve the **Telecare** service

Telecare has indeed continued to expand with a wider range of service and greater numbers taking up the offers of telecare support. The team successfully presented their work at events throughout the year and increased the understanding of building the possibilities of both care and independence using "ordinary" technology.

- To continue to proactively **manage demand and reduce waiting times** as the community starts to recover from the Pandemic

Demand has in fact risen across both Children's and Adults services with the consequences of the covid losses and the restrictions becoming ever more apparent in the types of presentations in referrals. In Adult services there has been an emphasis on reducing the waiting time for assessment and while this has resulted in now very short assessment waiting times the challenges in accessing care grew throughout 2021/22 with the workforce shortages being of particular concern in all areas of care. In Children's Services the scope to work with all but safeguarding issue in families has increased and is likely to continue to pose a significant challenge in 2022/23.

- To **improve digital access** to the information and advice service by developing the website

Considerable work has been completed to improve digital access with provision of appropriate devices to a range of citizens of all ages. Staff have worked with the digital team to look at how we ensure positive access to digital services for example for foster carers. The provision of equipment was a key focus during the pandemic and using grant monies we provided hundreds of households with the relevant tablets and laptops. In addition and again using grant funding we were also able to provide a range of equipment for vulnerable citizens and their carers including washing machines, cookers and microwaves.

There has been a concentrated and successful drive to more effectively use social media to promote the work of social services.

Work to improve website links will be considered during 2022/23.

- To launch a **Young Carers offer** in partnership with Barnardo's

The Young Carers offer has been improved and enhanced. Key aspects to note are the introduction and promotion of the Young Carers ID card, the development of regular support for young adult carers and the range of online and in person activities provided throughout the periods of covid restrictions.

- To develop a **single entry point for adult safeguarding** issues

A single entry for adult safeguarding issues is now in place and operating effectively.

Quality Standard 2

Working with people and partners to protect and promote people's physical and mental health and emotional well-being

Priorities for 2021/22

- **Reablement** – to further develop the **specialist dementia service** with links to the memory clinic, older persons mental health teams, step down facilities, the dementia respite service and outreach support.

Work has started with a range of partner agencies to establish a Dementia Hub to pull together all the resources locally for those with dementia and their families. The dementia respite service has been established and is being well used with over 70 people each week accessing the provision.

- To establish **Windmill Farm** in accordance with planned timescale

Both the building and the work to develop the operating model for Windmill Farm continued throughout 2021/22. There were delays in the construction largely as a result of materials being in short supply and changing aspects of the build itself including unexpected challenges in the site. The operating model was fully completed and the staff team appointed and trained during the year. Windmill Farm will open early in 2023

- To continue to increase capacity within the **in-house foster care service**, improve training and support for carers and reduce pressure on external foster and/or residential placements

Newport foster carers and staff were fully involved throughout 2021/22 in the development and launch of Maethu Cymru/Foster Wales. Extensive work was put in place during the periods of pandemic restriction to support foster carers including a wide programme of on line activities with children and carers. One of our carers took part in a Radio Wales documentary specifically focussed on how different sorts of families managed during covid. Another foster family was part of the Maethu Cymru/Foster Wales launch advertising while another took part in the launch at the Senedd. Two of our carers delivered training for foster carers across Wales about looking after Unaccompanied Asylum Seeking Children. The training for foster carers is a full and varied programme with a clear emphasis on a trauma informed approach.

- To continue to realise the benefits of the **MyST** service to support children with complex needs and their Foster carers and prevent placement breakdown.

MYST has become a fully integrated part of the offer of support for children, families and carers. MYST staff have worked across teams to prevent placement

breakdown. Most notably one of the first children MYST supported was a young man leaving secure accommodation after protracted periods of engagement with the youth justice system and as significant risk of ongoing exploitation. MYST and the specialist exploitation worker helped this young man not only return to live with his parents but to rebuild a healthy and safe relationship with them while engaging in positive activities.

- To continue to provide the **Rapid Response** service to families in crisis

The Rapid Response service in partnership with Barnardo's has continued to offer support to families on the cusp of breakdown. The staffing was expanded using covid recovery monies. The service is currently being evaluated.

- To progress the new **accommodation projects** for disabled children in transition to adulthood

In the Disabled Children's Team covid recovery grant monies were used to support older disabled children and begin the process of working towards adulthood. With staff from Childrens and Adult services as well as a wide group of partner agencies a portfolio of activities has been developed including cookery, confidence building, work skills, outdoor activities, animal care, bushcraft, driving, sensory support, music, sport, sexual health to enhance transition. This work was presented to Scrutiny and has been showcased regionally as modelling best practice.

The delivery of accommodation to support young people from childhood into adulthood has continued as a model of supporting children with the most complex needs to be placed in their long term homes before 18th birthdays. While this is small numbers it has been hugely successful in terms of continuity and the quality of placement.

- To develop the **outreach and day service for disabled children** and young people

As with transition for disabled children covid recovery monies were used to support outreach and day service developments as well as domiciliary care for children. The workforce issues have been an issue in these developments and

we anticipate they will continue into the coming year and beyond. However, as a model both day care and outreach do have merit.

- To continue to identify and support **young carers** in partnership with Barnardo's

As in Quality Standard 1 the Young Carers offer has been improved and enhanced. Key aspects to note are the introduction and promotion of the Young Carers ID card, the development of regular support for young adult carers and the range of online and in person activities provided throughout the periods of covid restrictions.

- To ensure our staff are sufficiently trained and prepared for the introduction of the **Mental Capacity (Amendment) Act 2019** by implementing the new **Code of Practice** ready for implementation in April 2022

Staff across Social Services have taken part in sessions to prepare for the changes in legislation. All senior managers have been engaged in the proposed changes. Given the delay to the introduction of the changes from Government this rollout to the whole workforce has been slower than anticipated and further work will be carried out in 2022/23.

- To work with our **mental health partners** in both the statutory and independent sector to establish a **clear pathway into preventative services**.

Our Adult Mental Health Services have taken part in an internal audit to assist in reviewing the work of the service. The pressures on these services because of the pandemic have led to a curtailment of the development of some the work to drive preventative services. This is one of the areas of focus for 2022/23

Quality Standard 3

Protecting and safeguarding people from abuse, neglect or harm

In light of the changes in in house personnel and anticipated changes in requirements from Welsh Government the Annual Report from the Head of Corporate Safeguarding for 2021/22 was presented as an Interim Report to

Scrutiny on 30.09.2022 and will be presented to Cabinet on 16.11.2022 followed by Council on 22.11.2022

A copy of the report presented to Scrutiny is available in the appendices

Priorities for 2021/22

- To work with each service on the outcome of **the safeguarding self-assessment audit** for continual development.

As part of the Annual Report the safeguarding self-assessment audit tool was used in all service areas across the Council. In some key areas staff from the safeguarding team supported the completion of the audit. The tool developed in Newport is now being held up Wales wide as a model of good practice. The self-assessments have helped to identify gaps and pick up training needs.

- **Single Unified Safeguarding Review (SUSR)**

Newport staff have been involved throughout the Policy and Process part of the Welsh Government and Home Office project to align all case reviews for children, adults and domestic homicides under Safeguarding Boards. This work continued during 2021/22 and draft guidance is currently being reviewed prior to implementation across Wales.

- Embed the change in legislation from Deprivation of Liberty to **Liberty Protection Safeguards (Mental Capacity Act)** and ensure a robust process is introduced for Newport citizens here this is applicable.

As in Quality Standard 2 staff across Social Services have taken part in sessions to prepare for the changes in legislation. All senior managers have been engaged in the proposed changes. Given the delay to the introduction of the changes from Government this rollout to the whole workforce has been slower than anticipated and further work will be carried out in 2022/23.

- Tender of the **regional IDVA service** and develop the service to ensure all citizens with protected characteristics access services.

The regional IDVA tender process has been progressed jointly between the Council and the Office of the Police and Crime Commissioner with additional support for funding from all the Gwent LAs. The tender process was delayed by ensuring robust agreements were in place for the full funding. The tender process will be completed early in 2023. Throughout this period the delivery of the IDVA service has continued and has included the very welcome development of additional support in the Emergency Department and a specialist IDVA supporting older people.

Quality Standard 4

Encouraging and supporting people to learn, develop and participate in society

Priorities for 2021/22

- To continue to identify and source **additional educational support** for children who are looked after to improve choices for work experience, training, apprenticeships and wider employment options

During the year we expanded the small team who provide educational support to children who are looked after. Historically we have had limited resource with a shared management post and two members of staff equating to 1.7 FTE. The addition of 2 FT support workers has made a significant difference in the capacity to both directly support the education of children in care as well as ensure they are receiving the right sort of education.

The work experience programme for young people who are looked after has been on hold during the pandemic but is now being re-established.

As part of wider changes in our youth service we are able to offer the Duke of Edinburgh programme to young people who are looked after.

- To develop the **Parent Mentoring and Advocacy Programme** and establish the **Young Persons Participation Board**

The Parent Mentoring and Advocacy Programme is being offered to parents involved in child protection procedures. Initial take up has been low but as the offer becomes embedded we are confident this will grow.

We completed a review of all our child protection processes with a series of interviews of families and staff conducted by Barnardo's staff. This gave some very strong messages about improvements needed in the way we operate Child Protection Conferences and Core Groups. This learning has been a driver for change in all these areas of work.

We have adopted a hybrid approach to most Child Protection Conferences. This has been a very beneficial move in ensuring full and consistent engagement from all professional agencies while giving families the time, attention and space they require.

The Young People's Participation Board has been established and they have met regularly throughout the year including sessions with a local film maker to create a short work about their views of life within care.

- To continue to support the health and social care sector through the **Career College Consortium**

Newport is part of the Gwent Regional workforce Board working with the other four Gwent LAs and the health board to drive social care and health recruitment and retention. The Career College Consortium work is being completed as part of the Workforce Board. The development is to enhance social care and health roles and careers for young learners across the college and sixth form networks.

- To further develop the **volunteer service** and establish a sustainable model.

Work to develop active volunteering during the pandemic focussed on specific elements for example support at particular times of the year for festive holiday and celebrations, support from volunteers with some activities and some engagement with unpaid carers. However, the restrictions of the pandemic did delay a drive for a coherent volunteer strategy. This will continue to be a piece of work for consideration in 2022/23.

Quality Standard 5

Supporting people to develop safely and to maintain healthy domestic, family and personal relationships

Priorities for 2021/22

- To further develop the **preventions work** in Children's Services to support families, placements and develop sustainable alternatives to care

The restructure of the senior management team and the services within directorates rest in a determination to enhance prevention and early intervention in all areas of the work of the Council. In Children's Services the broad range of services for family support now all sit together and thus are better placed to identify gaps in support as well as ensure the quality of services. The work of the Families and Friends teams became fully embedded in Children's Services during 2021/22 and have established a model of care for children with their wider families. This work will in line with the Programme of Government continue to focus on establishing parity for all children regardless of their care setting or legal status.

- To develop the **Later Life Links** Model for children in care Care Leavers

With a grant from Welsh Government and aligning resources with Family Group Conferencing work has been completed with staff from the Barnardo's Partnership to access training from the Family Rights Group to develop the model of Later Life Links. The provision has been rolled out with work in our children's homes and for some children in foster care. The implementation will continue in 2022/23

- To develop the **domiciliary care service for children with disabilities;**

The domiciliary care service for children is sited alongside our provision for short breaks at Oaklands. As with all forms of care for children and adults workforce has throughout this period proved immensely challenging and has limited some of the developments particularly around the use of direct payments. Nonetheless building the right care will now include domiciliary care as well as the extensive

developments within the Disabled Children's Team focussing on direct support and activities for children and young people.

- To monitor and review the new arrangements for **day services provision** for mental health, learning disabilities and older people to ensure they continue to meet the needs of the community

The new day services provision at Spring Gardens is supporting 70 people all of whom are living with some form of dementia. The service provides a short break while at the same time ensuring there is a nurturing, happy setting with activities which give purpose and support.

- To continue to educate and inform people about the dangers of **unsafe relationships** and support those at risk of harm.

The work of all of the safeguarding teams is continued to explore how we work not just reactively but how we provide proactive support. The development of the child exploitation tool was completed in 2021/22 and subsequently rolled out across Gwent and shared across Wales. The Annual Safeguarding report in the appendices details the work of the safeguarding teams. Staff have welcomed the changes for example in Duty to Report and while the number of referrals in both adult and children safeguarding continue to rise the rapid rate of response has not diminished.

Quality Standard 6

Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

Priorities for 2021/22

- Continue to work with the RSL's to develop **sustainable accommodation** options for all client groups

The changes in the structures within the Council has shifted this element of the work to Communities and Housing. Work with the RSLs for specific schemes

notably learning disabled adults and young people aged 17+ continues with key developments to support these groups.

- To continue to develop innovative services for people with **dementia**

The services developed in Spring Gardens for day opportunities as well as the ongoing work in our three residential homes are examples of some of the work for those with dementia while our support of carers evidences the wider work to assist those living in our communities.

- To improve the support available to **care leavers** in order to address homelessness and assist in the transition to education, training and employment;
- Increase the range of accommodation and support options available for **young people leaving care**

The work to support the education and training opportunities for children who are looked after and for those leaving care can be seen under Quality Standard 4. The range of housing options has been increased in partnership with local providers and with funding from Welsh Government. Staff in Children's Services and Housing have come together to increase the options and to consider the needs of particular groups from example UASC. The decisions for a focussed post to work on When I'm Ready has also increased the number of young people taking up this route. There is still a need to expand the offers for young people leaving care particularly with the continued requirement to support UASC.

5. How We Do What We Do

a) Our workforce and how we support their professional roles

Under Part 9 of the Social Services and Well-being (Wales) Act 2014, regional finance, governance and workforce priorities for action are agreed through the Regional Workforce Development Board and reflect alignment to Social Care Wales' National Priorities in partnership with transformation and health services.

The past two years has seen significant shifts in the social care workforce with the introduction of the real living wage for all in social care, the challenges and risks of the pandemic, a reduction in the numbers of individuals applying to train as social workers, a reassessment by many of their personal priorities and changes in the societal nature of employment. Newport Children's and Adults services in common with all LAs is working to support our existing workforce while working locally, regionally and nationally to improve our recruitment. The workforce in social care is absolutely key to safe and effective service delivery. The majority of the tasks required in social care are predicated on face to face delivery. Relationships form the basis of social care so the workforce as a whole is the cornerstone of services.

In 2021/22 we reviewed the support we offer to social care staff who wish to train as social workers and moved to a model of supporting staff to access gateway courses followed by the Open University route as a way to maximise the resources available for "growing our own". The support for students on placement continued as did a strong crossover of students with us on placement to full time posts. Staff link with the Universities and regularly work with the academic institutions to contribute to training. Staff have also take part in events with the FE colleges to work with younger people and have participated in Jobs Fairs for all ages to promote social care.

In residential care we promote "value based" recruitment and have worked extensively across all our posts to maximise social media in advertising and in the way we "sell" working in social care in Newport City Council.

Our workforce development team has seen a number of changes and this has led to a positive rethink in terms of how we deliver learning and development. We have moved away from a one off course based approach and rather are looking to develop rounded training pathways. Training for core qualifications linked to registration and post qualification has continued. Staff continue to access Social Care Wales supported management training opportunities (TMDP and MMDP) as well as regional safeguarding events.

With our corporate colleagues in human resources we continued to consider how we best ensure the offer for social care staff in line with the offers of neighbouring LAs.

b) Our Financial Resources and How We Plan For the Future

The revenue outturn across the authority underspent against budget by £18.404m, after core budget contributions to and from reserves, which represents a 6% variance against budget. This variance against budget has arisen, in the main, due to the following:

- Receipt of significant one-off Welsh Government (WG) funds over and above that received from the 'Hardship Fund' for Covid specific expenditure and lost income.
- Underspends across all service areas due to changes in service provision and working practices caused by Covid, and;
- Underspends against the general revenue contingency budget, capital financing, council tax reduction scheme and council tax income – all of which are non-service budgets.

Across Social Services, the overall outturn was a £6.4m underspend for both areas. £1.8m underspend in Children services and £4.6m underspend in adult services. £5.1m was received through covid hardship claims.

Service area budgets

	£'000
Children's – (£1,788k) overall underspend	
Areas of overspending	
Covid Recovery Grant:	120

A £1.5m grant was received late in the year which was required to be spent in full during 2021/22. Service overspent against the grant allocation.	
Pathways additional support (Looked after Children family support): A Mother and baby placement directed by the court resulted in an overspend against budget.	149
Areas of underspending	
Out of area residential placements: The budget of £3,155k can afford 20 placements. Numbers throughout the year were lower than what the budget could afford due to providers not accepting placements plus £393k of unbudgeted income from Education and ABUHB towards placements costs.	(689)
Independent fostering agencies: The budget of £2,462k can afford 58 placements. Although the total number of placements increased to 63 at the end of March 2022 compared to 60 at the end of January 2022, 9 placements were claimed from the Hardship fund in 2021/22 at a cost of £319k.	(305)
External legal fees: The budget of £930k has underspent due to a reduced number of care proceeding cases this year.	(226)
Youth offending team/ Child protection: Savings from restructuring and staff vacancies.	(510)
Unaccompanied Asylum Seeker Children (UASC): This is a cost neutral budget, however; the Home Office have confirmed that funding is provided on the number of UASCs as opposed to the costs incurred and that this funding is not repayable. The number of UASC's have increased significantly over the year, 76 in March 2022 compared to 48 in March 2021.	(246)
Adults - (£5,088k) overall underspend	

Areas of underspending	
Community care: Combined budget more than £38m across community care. Underspend has arisen due to one off grant funding to cover winter pressures (£2.5m), the demand for services reduced during 2020 and the numbers have not yet increased to pre covid levels. Although there is a back log of requests for assessments/placements, staff shortages are causing delays. Furthermore, user contributions and £820k property sale income has further increased the underspend against this budget. Whilst the context for this is known, the continuation of this underspend is not certain given the temporary nature of the fluctuations in demand. These budgets require continued close monitoring to gauge the continued impact of the pandemic.	(3,754)
Hospital Team: £284k annual budget - One off grant contributions from Integrated Care Fund (ICF) and Home First.	(198)
In-house Adult residential homes: Annual budget £3,774k exc. fee payer's contribution. Non covid related costs reduced during the pandemic.	(375)

The global pandemic, which lasted throughout 2020/21, had an unprecedented financial impact which continued into 2021/22.

Whilst Adult Services was expecting pressures due to increased demand from adults living longer with complex needs, COVID-19 caused a decrease in numbers which started to increase throughout 2021/22, but still not back to pre-covid levels. The service also received £2.538m of winter pressures funding.

The council continues to work collaboratively with regional partners to maximise the use of regional resources to develop services within Newport.

The annual budget in 2021/22 for social services was £78.2m. There is a well-developed financial management process in place across service areas that supports the medium term financial plan and enables the identification and management of budget risks.

c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

The features of partnership working are deeply embedded in the activities of both Children's and Adults with Heads of Service, the Strategic Director and Cabinet Member regularly engaged in a large number of regional and national groupings.

Within the Council Scrutiny took an active part in providing critical challenge particularly in relation to the planning, performance and review mechanisms. The reporting using MI Hub, the data collected as part of the covid checkpoint, the data for Welsh Government and the submission of information for the Safeguarding Boards, Foster Wales, the National Adoption Service, the Integrated Care Fund, the Health Board for the pathways for people leaving hospital to name but a few constitutes oversight and wider Scrutiny. The Cabinet Member reports on Social Services matters to Cabinet and then to Council.

Heads of Service regularly brief the Corporate Management Team (CMT) on social services matters with safeguarding and Domestic Homicide, Child Practice and Adult Practice Reviews standard items on the CMT agenda. There are monthly reviews of the service finances involving the Senior Finance Partner with the Heads of Service and again with the Strategic Director. Budget proposals and annual budget determination follow the NCC budget setting process with Heads of Service discussing these in detail with the Executive team before the proposals are considered by the Cabinet Member and then by the Cabinet. Complementing the above there are clear lines of decision making and accountability to the Heads of Service and onward to the statutory Director of Social Services, with the Cabinet Member providing the strategic direction.

Councillor Paul Cockeram as Cabinet Member for Social Services carried out the role of Chair of the Regional Partnership Board. All in the Council are immensely grateful for his passionate and diligent service over many years to social care.

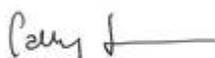
Working with the Regional Partnership Board with the capital and revenue streams of the WG Transformation Fund and the Regional Integrated Fund (formerly the Integrated Care Fund) requires close interagency working. The Newport Integrated Partnership (NIP), incorporating the third sector, ABUHB, Housing Associations and NCC continues to be the group that determines and drives the practical implementation of any regional approach to integration when considering primary care. The NCC Strategic Director is joint Chair of the NIP.

The Heads of Adults and Children's Services undertake a full role with the regional structures as well as participating in the National groupings for Social Services. Likewise the Director is an active member of the appropriate regional and National groups.

6. Conclusion

2021/22 saw considerable change within the management arrangements for Social Services in Newport. Over 2022/23 these changes will be embedded.

As 2021/22 came to a close the impact of the covid pandemic and the looming cost of living crisis was evident in every aspect of Social Services delivery. The challenges for staff of continuing to provide safe and effective care and support against this backdrop have been immense and yet staff have continued to do their very best to deliver safe, thoughtful and effective services. I would like to thank our staff for their continued unstinting, professional and caring work to support the most vulnerable people in our communities.



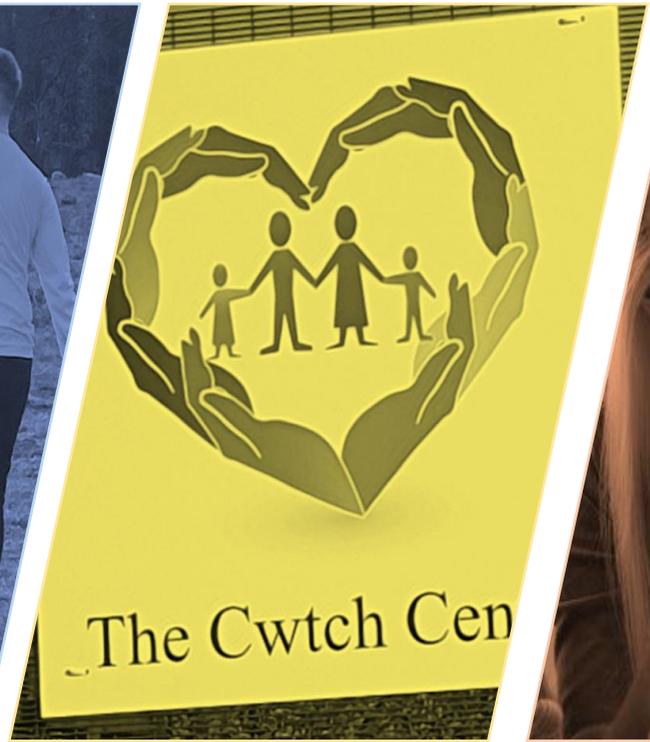
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7. Appendices

1. Adult Services Plan 2021/22
2. Adult Services Year End Report 2021/22
3. Children's Services Plan 2021/22
4. Children's Services Year End Report 2021/22
5. Safeguarding Report 2021/22
6. Annual Director's Report 2020/21

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Children & Young People Services Annual Service Plan 2017-22



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Cabinet Member(s) and Head of Service



Councillor Paul Cockeram
Cabinet Member for
Social Services



Sally Ann Jenkins
Head of Children and
Young People Services

Introduction

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of the One Newport Public Services Board 'Wellbeing Plan' and also Wales' Well-being Goals:

Well-being Objective 1 – To improve skills, education and employment opportunities

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

Well-being Objective 3 – To enable people to be healthy, independent and resilient

Well-being Objective 4 – To build cohesive and sustainable communities

To support the delivery of the Well-being Objectives the Council's service areas have set a five year service plan which outlines their objectives, actions, performance measures and risks to delivering the Corporate Plan. Each of these objectives and actions also support the Well-being Act's sustainable development and five principles:

Page 543	Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
	Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
	Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
	Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
	Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

Newport City Council Statutory Duties

In the delivery of Council services, there are different legislative and statutory requirements for the Council to comply with. The key statutory duties include but is not exhaustive:

Well-being for Future Generations Act

Social Services and Wellbeing Act 2014

Local Government & Elections (Wales) Act 2021

Equalities Act including Socio Economic Duty

Welsh Language Act

Data Protection Act 2018 and Freedom of Information Act 2001

Modern Slavery Act 2015

Counter Terrorism and Security Act 2015

Overview of Children & Young People Services

Children & Young People Services purpose is “*To promote and safeguard the wellbeing of children and young people within their families and where this is not possible, to provide good quality alternative care*”.

The challenges faced by children’s social care prior to the pandemic included the immense day to day pressure on front line social workers who are working with children and families who are at considerable risk, societal pressures linked to public perceptions of risk and perceived failings, the volume of need and handling the expectations and fears of the public and other agencies, managing changing expectations from CIW, significantly increasing demands on social workers from the judiciary, finding suitable placements for children with complex needs and challenging behaviour, managing budget pressures particularly those arising from placement costs as well as balancing emerging evidence in practice developments and changes in guidance, regulation and requirements. All of these challenges have been compounded by the significant impact on children and families of the pandemic. Illness, bereavement, lockdown including school closures and the suspending of all usual activities for children, the loss of time with friends and family and the changes in family income have in the short term had both negative and positive consequences for children while the medium and long term effects will inevitably take time to fully emerge. For Children’s Services staff the personal implications of the pandemic for all have been immense. Rapid changes in working practices have had to be embedded and embraced while acknowledging the personal impact of the changes for all.

The key factors for our services have not changed. Fundamental to all our work is firstly to support children to remain safely with their families. Our emphasis on preventative services alongside support for families to explore their strengths and meet the needs of their children is crucial in meeting this first outcome. Secondly when children are in our care and leave our care we must do everything to support them to ensure positive outcomes. Children and families deserve services that are truly holistic and recognise the multifaceted nature of families lives. In order to ensure we can work to meet this need partnership underpins our service. We work with families and a broad range of agencies to meet our stated outcomes and to offer the best possible services.

Over the coming year we will look to develop and enhance all elements of Children’s Services to safely reduce the numbers of children being looked after while ensuring that those who are looked after have effective and nurturing placements which promote aspiration into adulthood. The added challenges of recovery and managing the necessary changes brought about by Covid 19 have not changed our underpinning drivers.

Children & Young People Services provides a range of services to children and families requiring care and support. All our teams continued to deliver services throughout the period of lockdown. Welsh Government issued additional guidance for the operation of Children’s Services while regionally the LAs worked

together to a shared approach across Gwent with regular review as the situation has changed. As with all service areas Children's Services have used the structures of the LA including Gold to raise issues and highlight challenges.

Operations – These teams undertake first point of contact work for referrals from the public and other agencies. They undertake assessments, multi-agency plans strategy meetings and conferences, initiate care proceedings, court processes and other activities. The core teams in this area include Newport Safeguarding Hub, Child Protection and Children requiring Care and Support teams, Family and Friends Team, Mentoring Assessment and Consultancy, Disabled Children's Team, Pathway Teams and Youth Justice Team.

Placement resources for our Looked after Children – The teams provide the direct care for children who live in residential homes, in-house fostering services, out of county placements, promoting educational achievement, training and therapeutic support for emotional and mental wellbeing. The core teams in this area include Residential Services, Fostering Team, and the Family and Friends Team.

Family Support Services - The teams provide a range of evidence based, outcome focussed interventions designed to reduce risk in families, improve resilience and avoid the need for more acute services. They work with the frontline social work teams to prevent children coming into the care system unless it is absolutely necessary. They support families when children are being rehabilitated to the care of their birth families and provide court ordered supervised contact as well as certain key programmes requested by the courts. The teams involved are the Family Support team; Cwtch Service and Prevention Services.

Safeguarding – The Safeguarding team is responsible for ensuring that all vulnerable children are protected and that where there is evidence that a child is at risk or harm that effective processes are in place to make an assessment, investigate and take action if necessary. The Safeguarding team collaborates with other social care providers, health board, police, education, probation and other organisations both internal and external) through the South East Wales Safeguarding Children's Board.

The Children's Services plan needs to be read in conjunction with the Children's Services Commissioning Strategy, the Residential Strategy, the Corporate Safeguarding reports, the plans submitted to Welsh Government for the expectation of reduction in the numbers of children who are looked after and the multi-agency action plan prepared after the December 2019 Joint Inspectorate Review of Child Protection Arrangements.

Finance

The Council's budget for 2021/22 was agreed at [Council](#) on 3rd March 2021. In 2021/22 Children & Young People Services base revenue budget has been set as £26,743,000. As part of the Council's Medium Term Financial Planning, Children & Young People Services has identified savings to be achieved over the next four years. The following savings have been identified in the table below and further information can be [found here](#).

Savings area identified	Savings (£) 2021/22	Savings (£) 2022/23	Savings (£) 2023/24	Savings (£) 2024/25
Closure of Cambridge House as a Children's Home	£254,000	£85,000	£0	£0
Savings across Children services	£74,000	£0	£0	£0
Staffing	£35,000	£0	£0	£0
Reduction in Legal Costs	£20,000	£150,000	-	-

The budget investments for Children and Young People Services over the next four years are stated below and further information can be [found here](#).

Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Potential loss of Integrated Care Fund (ICF) funding from March 2022 for statutory services	£0	To be Confirmed	£0	£0
Children Services Demand – Where no other suitable placement can be found locations such as Brynglas Bungalow, holiday cottages and caravans are used and staffed depending on the need(s) of the child. £200k is the predicted annual overspend.	£200,000	£0	£0	£0
Children Services Demand – Management of properties to accommodate young people (British and unaccompanied Asylum Seeking children.	£300,000	£0	£0	£0

Capital Programme

Newport Council sets an extensive capital programme to deliver key infrastructure projects / schemes. The list of Capital schemes and projects for 2020/21 can be found [here](#).

Workforce Planning

To support the delivery of the service plan it is important to have a workforce plan that focuses on the training and development of staff and to improve the resilience of teams to deliver change. Through collaboration with the Council's Human Resources team, the service area has identified the following actions to deliver in 2021/22.

Ref	Action	Reason(s)	Outcome(s)	Responsible Officer	Action Start Date	Anticipated Completion Date
1	Review and update outdated job descriptions and to genericise some key roles (where possible)	There are job roles and job descriptions in Children & Young People Services that are outdated and need to be updated to reflect current roles and responsibilities.	Provide consistency of job roles and responsibilities across Children and Young People Services.	Head of Service and all Service Managers	1 st April 2021	30 th June 2021
2	Review the current recruitment strategy and implement new ways of advertising roles (including updated job adverts, social media and video adverts).	Children & Young People have historically found it difficult to recruit and retain staff. To make it more attractive to people the use of alternative methods can help broaden and attract a wider demographic for the service.	Working with HR and Senior Managers we will update current mechanisms to attract people to the service.	Head of Service and all Service Managers	1 st April 2021	30 th September 2021
3	Develop an expanded social work student scheme with consideration for the option of including support for the Open University route to social work qualification.	Children & Young People need to broaden options to make it easier and more flexible for staff obtain the necessary social work qualifications.	Work with training and Adult Services to review the existing course and consider expansion options.	Head of Service	1 st April 2021	30 th June 2021

Programmes & Projects

To support the Corporate Plan and/or meet necessary statutory duties / legislative changes, service areas undertake programmes and projects. Below is a list of ongoing major change programmes and projects that are currently led by Children & Young People Services.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
Residential Children's Homes	Increase the number of placements for children available in residential care in Newport by developing LA provision. In so doing children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our children is part of this ambition as well as promoting the best use of our resources. This links with regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments for the coming year are Rosedale home which is opening in March 2021, the proposals to develop the annexes at Rosedale and Windmill Farm.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2022/23
Review of existing Children's Homes	This project is a further development to improve the in house residential offer and ensure all provision is of suitable quality and offers care of the highest standard.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Unaccompanied Asylum Seeker Children (UASC)	Newport and Cardiff LA's have agreed to support unaccompanied asylum seeking children from the National Transfer Scheme. We have the infrastructure to support these children/young people. In order to manage this process a team is being developed and consultation with stakeholders has commenced. There will be a need for a corporate strategy in response to meeting these children/young people's needs.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Child Protection Processes	Following research undertaken by Barnardo's to review child protection processes and experiences in Newport a stakeholder group has been tasked with implementing the key learning outcomes to improve partnership approaches and outcomes for	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
	professionals and families helping support children to remain within their families where safe to do so.			
Rosedale Annexes	There is currently an ICF expression of interest regarding Rosedale annexes with WG. This project would require planning permission and project management. Additional annexes would enable NCC to have sufficient emergency care and also allow the selling of placements across Gwent.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Proposed closure of Cambridge House	To ensure the on-going quality and provision of high quality care. Cambridge House is no longer suitable for a children's home due to the location and state of repair.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Single Unified Safeguarding Review	Lead on Welsh Government and Home Office project to ensure Domestic Homicide Reviews enhance practitioner learning and combine with adult/child practice reviews. Produce a single repository in Wales for all learning outcomes.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Regional Independent Domestic Violence Advocates (IDVA) service	Outsource commissioning of the Regional IDVA service. Third sector consortia to manage and develop further the regional resource funded by VAWDASV Welsh Government grant and Police and Crime Commissioner Office.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Child Exploitation response model	Newport is one of the leading Local Authorities in Wales delivering a response to exploitation through the implementation of a multi-agency strategy meeting model and Exploitation Toolkit which has now extended to all 5 Gwent Local Authorities. Building on this multi-agency approach we have recruited an Exploitation Social Work to provide direct support to tackle exploitation and improve outcomes for children and young people	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22

Objectives & Actions

To support the delivery of the Corporate Plan, Children & Young People Services has set 5 Objectives to deliver in 2021/22:

Objective 1 – Deliver effective services to support children to safely remain with their families.

Objective 2 – Improve outcomes for children in care and care leavers including a focus on safe reunification.

Objective 3 – Ensure a range of placements are available for looked after children.

Objective 4 – Prevent offending and re-offending by children and young people.

Objective 1		Deliver effective services to support children to safely remain with their families			
Objective Outcome(s)		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Head of Children & Young People Services (SJ)	1 st April 2021	31 st March 2022
2	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.	Funding for the continuity of this partnership project has been secured for 21/22. Awaiting written confirmation of funding from Office of the Police and Crime Commissioner.	Service Manager (CRP)	1 st April 2021	31 st March 2022
3	Develop a rapid response provision at the front door of	The Rapid response service has now commenced within the safeguarding HUB and is supporting families at the earliest	Service Manager (NP) Service Manager (DJ)	1 st April 2021	31 st March 2022

Objective 1		Deliver effective services to support children to safely remain with their families			
Objective Outcome(s)		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 557	Children's Services utilising the skill set in existing provision.	opportunity in an intense and immediate way through direct interventions aimed at helping keep families together. Reporting on outcomes is part of the model and this will be evaluated after the first years delivery.			
	Work with the Pathway Service to support reunification of Children who are looked after (CLA) to family/friends.	The delivery of this action in will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention. Introduction of Lifelong Links across Pathway	Service Manager (NP)	1 st April 2021	31 st March 2022
5	Complete and deliver actions agreed in the post safeguarding joint inspection action plan	This action has been delayed by the pandemic and will be taken forward across a number of areas notably the development of the child exploitation protocol.	Head of Children & Young People Services (SJ)	1 st April 2020	30 th September 2021
6	The Public Law Working Group reform of Family Justice will be published in July 2020. Children's Services staff with legal colleagues will engage in the implementation strategy for the rollout of the changes	Publication was delayed until March 2021. This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	Head of Children & Young People Services (SJ)	30th June 2020	31 st March 2022

Objective 1		Deliver effective services to support children to safely remain with their families			
Objective Outcome(s)		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 552	To develop a sustainable model to deliver a consistent, coordinated, local and multi-agency response to all age safeguarding, early intervention and prevention at the front door of CS. This work will involve the consideration of systems, processes and resources of partner agencies to develop a model that reflects contributions from key agencies.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Service Manager (NP)	1 st April 2021	31 st March 2022
8	Future direction of travel for Early Intervention and Prevention services to be considered with alternative models of delivery explored	A qualitative and consistent approach to early support services is achieved across all Newport communities, incorporating a high standard of safeguarding practice and improved outcomes for families and children.	Service Manager (CRP)	1 st April 2021	31 st March 2023
9	Pilot Project in the Llanwern cluster addressing school exclusions and its link to criminality and exploitation	To have local evidence to support a move towards system change and respond to children differently	Service Manager (CRP)	1 st April 2021	31 st March 2023

Objective 1		Deliver effective services to support children to safely remain with their families			
Objective Outcome(s)		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
10	National Referral Mechanism	Newport has recently been successful in a bid to host local decision making for National Referral Mechanism cases where children are being trafficked and or exploited. This will enable local agencies that understand the needs of young people in Gwent to make decisions on their behalf and ensure they get the appropriate support in a timely way.	Service Manager (DJ)	1 st April 2021	31 st March 2022
11	Continue the work started with GDAS to base multiagency staff in frontline teams.		Service Manager (DJ)	1 st April 2020	31 st March 2022
12	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.		Service Manager (DJ)	1 st April 2019	31 st March 2022
13	Monitor the effectiveness of Family Group Conferencing (FGC).		Service Manager (DJ)	1 st January 2020	31 st March 2022

Objective 2		Improve outcomes for children in care and care leavers including a focus on safe reunification			
Objective Outcome(s)		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 554	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	Service Manager (NP)	1 st April 2021	31 st March 2022
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.		Service Manager (NP)	1 st April 2021	31 st March 2022
3	Continue to work with the Pathway Service and stakeholders to ensure that all CLA are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.		Service Manager (NP)	1 st April 2021	31 st March 2022
4	Work to the revised guidance for Corporate Parenting from Welsh Government (due in summer	Revised guidance has been delayed and will now be published during 2021.	Head of Childrens & Young People (SJ)	1 st June 2020	31 st March 2022

Objective 2		Improve outcomes for children in care and care leavers including a focus on safe reunification			
Objective Outcome(s)		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	2020) with the Corporate Parenting Forum and potentially other partners to build understanding of shared responsibility.		Deputy Team Manager (JB)		
Page 555 5	In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; Continue to deliver family time virtually as a positive for families.	Family Time (contact) has been successfully delivered during the pandemic with staff and families supported to ensure the service has continued despite lock down restrictions. A Policy for taking the delivery of the service forward is due to be completed with a focus on each individual child's needs being considered and met.	Service Manager (DJ)	1 st April 2021	31 st October 2021
6	The Institute of Public Care (IPC) and the Gwent Children and Families Partnership looked at various models of mental health care for children looked after with complex needs, and decided that the MyST model was the most effective to roll out across Gwent. This was agreed as a priority area, due to the poor		Service Manager (NP)	1 st April 2021	31 st March 2022

Objective 2		Improve outcomes for children in care and care leavers including a focus on safe reunification			
Objective Outcome(s)		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children’s Commissioner will underpin the actions.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
	outcomes for this particular group and also the cost of private residential care. The team have now been appointed and the model will need to be embedded and supported by CS and other stakeholders.				

Objective 3		Ensure a range of placements are available for looked after children			
Objective Outcome(s)		Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children. This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 557	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Promote the return of Out of County foster children to Newport. These new homes will increase the number of placements available to Newport Children and also allow potential to 'sell' placements to other Gwent LA's.	Service Manager (JL)	1 st April 2019	31 st March 2022
4	To work with MyST and Fostering Team to develop a joint approach to supporting foster carers and children looked after.	This should prevent the breakdown of placements and increase the number of children in settled placements	Service Manager (JL)	1 st July 2020	31 st July 2021
5	To develop NCC's When I'm Ready (WIR) provision for care leavers and review the Supported Lodging (SL) provision to ensure consistency	An increase in appropriate WIR placements made. The support, policies and processes are in place are clear for all stakeholders. There is clarity in SL placements and supports.	Service Manager (JL)	1 st April 2021	31 st March 2022

Objective 4		Prevent offending and re-offending by children and young people.			
Objective Outcome(s)		The Youth Justice Service (YJS) is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system. The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.			
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To enable people to be healthy, independent and resilient			
What Corporate Theme(s) does this objective support?		Not Applicable			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
Page 558	Youth Justice Service to engage on local and national youth justice issues considering further service development in line with Welsh Government blueprint.	All of the action in this section work towards prevention of offending and re-offending.	Service Manager (CRP)	1 st April 2021	31 st March 2022
	2 Further develop the support provided by the Youth Justice Service incorporating robust early intervention and prevention work; and future service transformation work.	Holistic and timely support is available to all children accessing the service from a multi-agency team, and built into their intervention plans. Enhanced understanding of contextual risks impacting on the child.	Service Manager (CRP)	1 st April 2021	31 st March 2022
	3 Build on work on Contextual harm and exploitation, safeguarding research, and embed new approaches to understanding, and responding to young people's experiences of significance	Lead worker on Contextual Safeguarding to undertake Community Assessments with key partners. Establish robust links across children's services to share learning and tools.	Service Manager (CRP)	1 st April 2019	31 st December 2021

Performance Measures

Children and Young People Services performance measures are taken from the Welsh Government Social Services Performance Framework. No targets will be set for these measures in 2021/22. Previous years data for will be used as a 'comparator' to enable monitoring and reporting.

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
National (NEW) CH/001 - The number of contacts for children received by statutory Social Services during the year.	Not Applicable	10,104	Not Available	Not Available
National (NEW) CH/005b - The number where physical punishment by a parent or carer was the only factor. <i>Note: Measure delayed due to Covid 19</i>	Not Applicable	144	Not Available	Not Available
National (NEW) CH/009b - The Active Offer of Welsh was accepted (During assessment)	Not Applicable	0	Not Available	Not Available
National (NEW) CH/015 - The total number of children with a care and support plan at 31 st March.	Not Applicable	978	Not Available	Not Available
National (NEW) CH/036 - The total number of children removed (de-registered) from the child protection register during the year	Not Applicable	148	Not Available	Not Available
National CH/L01 - The total number of children registered on the child protection register in the last 12 months	Not Applicable	179	Not Available	Not Available
National CH/026 - The total number of children on the child protection register at 31 st March.	Not Applicable	158	128	339
National (NEW) CH/033 - The total number of reports of child exploitation received during the year <i>Note: Measure delayed due to Covid 19</i>	Not Applicable	62	Not Available	Not Available
National (NEW) CH/037 - The number of children becoming looked after during the year	Not Applicable	91	Not Available	Not Available
Local (NEW) CH/L002 - The Number of Children who Ceased being Looked After during the year	Not Applicable	92	Not Available	Not Available
National CH/043 - The total number of children looked after at 31 st March who have experienced three or more placements during the year	Not Applicable	26	126	178

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
National CH/045 - The total number of children who returned home during the year	Not Applicable	36	Not Available	Not Available
National (NEW) CA/010 - The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	Not Applicable	74	Not Available	Not Available
National (NEW) CH/L003 – Number of Foster Carers registered with the Local Authority (Inc Kinship, Supported Lodgings General and Respite)	Not Applicable	159	Not Available	Not Available
National (NEW) CH/L004 – Number of Childrens Residential Fostering Beds	Not Applicable	21	Not Available	Not Available
National (NEW) CH/L005 – Number of Children in care proceedings during the year	Not Applicable	44	Not Available	Not Available
National CH/039 The number of children looked after children at 31 st March.	Not Applicable	378	382	372
Local (Youth Justice Service) - % of young people in suitable accommodation at the end of a statutory order.	95%	92.3%	96.9%	Not Available
Local (Youth Justice Service) – Average ‘Post 16’ Hours at End of Intervention	15 hours	Not Available	14.4 hours	Not Available
Local (Youth Justice Service) - Average number of hours ‘School Age’ children attend at the end of an Intervention.	17 hours	Not Available	16.7 hours	Not Available
Local (Youth Justice Service) – Total Number of first Time Entrants	20	40	25	Not Available
Local (Youth Justice Service) - % of all cases that are community resolutions and preventative outcome.	70%	52.56%	62.58%	Not Available

Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

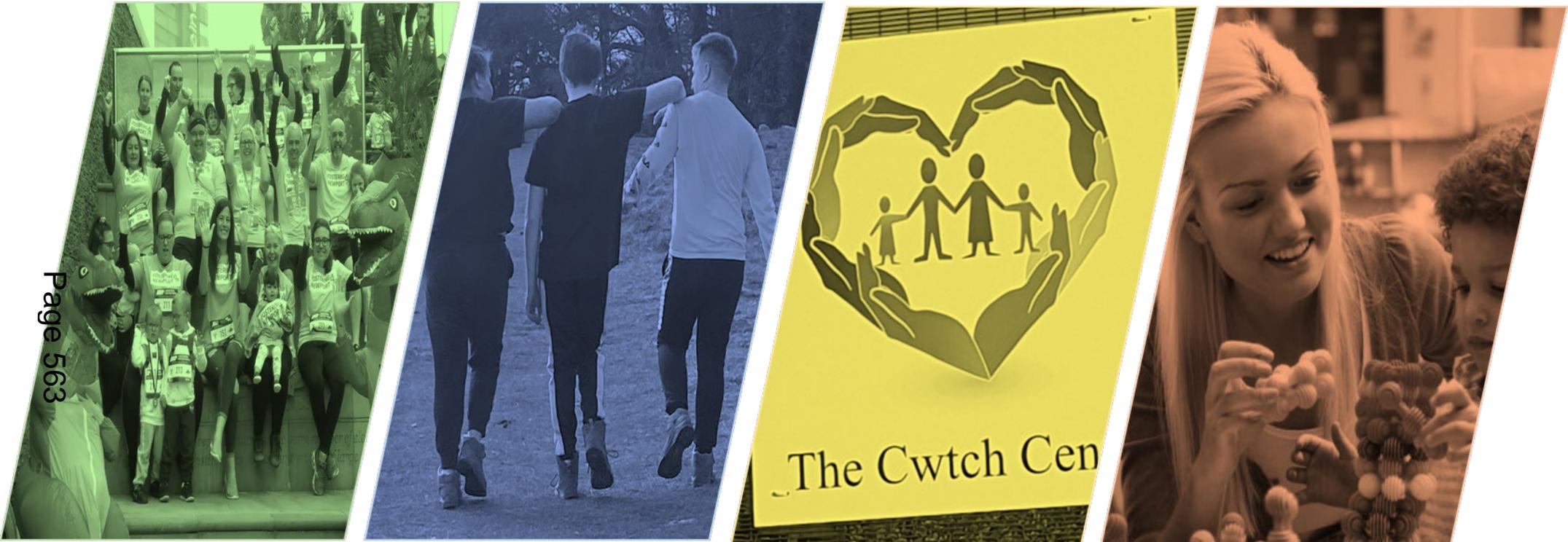
Risk Management

Risk Name	Risk Owner (Job Title)	Corporate Risk or Service Risk
<p>Pressure on the Delivery of Children Services</p> <p>Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads. Going into 2021/22 the potential for the loss of ICF will need consideration as this would impact significantly on service delivery in a number of key areas.</p>	<p>Head of Children & Young People Services</p>	<p>Corporate Risk</p>
<p>Safeguarding Risk</p> <p>To ensure the Council safeguards adults, children and carers as part of its statutory duty.</p>	<p>Head of Corporate Safeguarding</p>	<p>Corporate Risk</p>
<p>Family Court Cases</p> <p>As a result of Covid 19 there are emerging court delays. The requirements for social distancing means courts are going to continue to struggle with likely delays for many months. There is a significant risk of increased and protracted court cases. This brings additional cost to social services and legal and places the teams under further stress.</p>	<p>Head of Children & Young People Services</p>	<p>Service Area Risk</p>

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Children and Young People Services

End of year Review 21/22



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Names of Cabinet Member(s)- Councillor Jason Hughes and Councillor Stephen Marshall

Director- Sally Ann Jenkins

Head of Service- Natalie Poyner

Introduction

This is the **Children and Young People** service update on the progress being made against the objectives, actions, performance, and risk for the period 1st April 2021 to 31st March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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

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The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

Children and Young People Service Plan 2021/22

The *Children and Young People* service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

- **Well-being Objective 3-** To enable people to be healthy, independent and resilient; and
- **Strategic Recovery 3-** Promote and protect the health and well-being of people, safeguarding our most vulnerable and building strong, resilient communities

The 2021/22 Service Plan has 5 objectives that are focused on:

Objective 1- Deliver effective services to support children to safely remain with their families

Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths-based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focusing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.

Objective 2- Improve outcomes for children in care and care leavers including a focus of safe reunification

Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative.

For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.

Objective 3- Ensure a range of placements are available for looked after children

Newport has a mix of in-house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children.

This work under this objective seeks to expand the in-house placement provision and improve the quality of the placement offer.

Objective 4- Prevent offending and re-offending by children and young people

The Youth Justice Service (YJS) is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system.

The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan

NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The below provides an overview of the teams and functions that will be moving to and from Children and Young People service area:

Service Area Team / Function	Moving To / From
Preventions	Moving to Prevention and Inclusion

Cabinet Member(s) / Head of Service Executive Summary

21/22 has been partly dominated by the pandemic. However as previous years Children's Services have continued to operate throughout providing safeguarding and support for the most vulnerable children, young people and families in Newport. Children's Services staff in all areas of service have sustained provision and responded positively to the challenges of working differently and working in a hybrid model. Despite the changes and demands of the pandemic and the changing landscape of a new way of working, Children's Services has continued to develop and ensure the best possible services are available across all areas of our work.

The aftermath of the pandemic on families is continuing to emerge and has been reflected in both the increasing numbers and complexity of referrals to Children's Services. Despite the increases the number of looked after children has remained stable and there has been no significant rise in the number of children on the child protection register. Social work teams continue to engage with partners to ensure a whole systems approach is taken to ensure that children remain safely at home with their families.

An assurance check with Care Inspectorate Wales in May 2021 was positive and while there are continued areas for development, the services are delivering effectively and safely. The following are observations from the Inspectorate feedback

- "In children's services we found an early intervention model through which children can access a range of services supported by the Space Well-being Panel which comprised a wide range of statutory and third sector organisations."
- "Staff have a shared commitment to work effectively with families within the constraints of the pandemic."
- "We received positive feedback from care leavers who were highly complementary about personal advisors (PAs). They said it was important to be listened to and their voices heard."

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There are a number of projects underway in Children Services which include:

- Maethu Cymru/Foster Wales was launched across Wales as a drive to increase the number of foster carers in Local Authorities and to ensure the quality of care.
- In residential care the work at Windmill Farm is near completion and approval has been granted to develop annexes. Collaboration with the regional and Action for children is being scoped to develop further residential provision.
- Properties have been identified to progress with a care leaver project and 16-18 year old supported accommodation provision.
- Newport is leading on a regional approach to assist Gwent Local Authorities in building an infrastructure to meet the need of the Unaccompanied Children arriving through the now mandated National Transfer Scheme.
- Our Disabled Children's Team continues develop services to promote the independence of some of the most vulnerable children we support.
- There have been a number of activity events that have been facilitated for our children looked after and unaccompanied minors in collaboration with the Dragons Ruby.

22/23 will bring some challenges for Childrens Services as a result of the national recruitment and retention challenge, aspirational legislation by Welsh Government and the international crisis. The Welsh Local Authorities will need to build greater placement sufficiently in an already challenging landscape in order to respond to the eliminate profit agenda in social care which Authorities are already beginning to see the impact of. The Basic Income Pilot for carer

leavers will be launched on July 1st and again there are some anxieties amongst Local Authorities in terms of the impact this may have on our young people. We will need to think innovatively in order to entice people into the social care profession and ensure our employment offer will assist in retention.

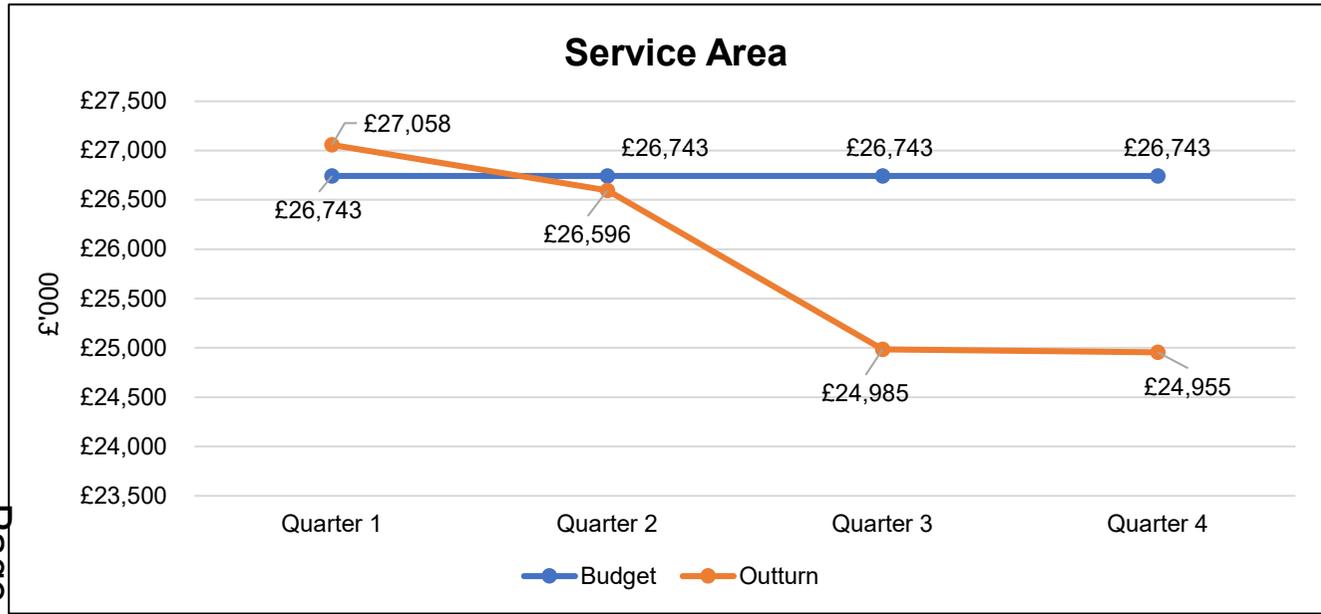
Despite the challenges Children Services has many opportunities in in the next year to evaluate services and develop needs led provision in order to safely meet the needs of children and families. We have a new Service Manager group who bring a wealth of experience and who will be instrumental in developing our Service Plan moving forward.

Videos

To support the Children Services report, several videos have been included in the Scrutiny papers / pack to demonstrate the impact activities and services have had on children and young people that have been supported in 2021/22. Consent has been provided by individuals involved in the videos.

- Beatboxing and Rap
- Gorge Walking
- Sensory Group
- Small Woods
- Wellies Family Event

Children and Young People Services Revenue Outturn 2021/22

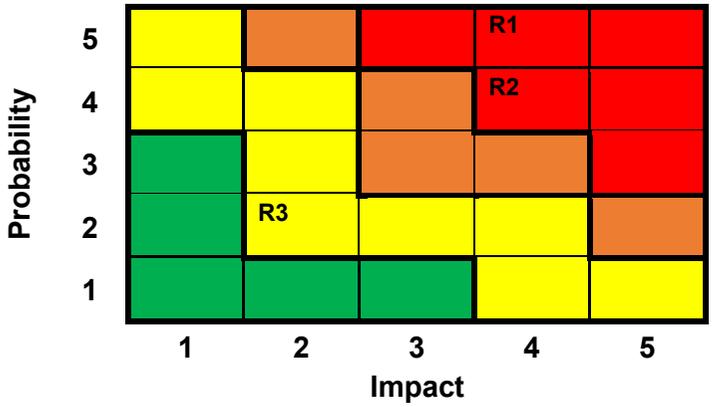


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

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Service Area Risks at 31st March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)	
R1	– Pressure on Delivery of Children Services (Corporate Risk)
R2	– Family Court Cases
R3	– Safeguarding

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

Glossary

Actions (Red / Amber / Green)

C	Green RAG – Completed
%	Green RAG – Action is on course to be completed within timescale
%	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
%	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
?	Unknown RAG (Data missing)

Abbreviations

Page 570
CASCADE- Children's Social Care Research and Development Centre

CIW – Care Inspectorate Wales

MACE – Multi Agency Child Exploitation

OPCC- Office of the Police and Crime Commissioner

NTS – National Transfer Scheme

PNN Referral – Referral from the Police

UASC – Unaccompanied Asylum Seeker Children

WG – Welsh Government

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 31st March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % Project Completed	Q4 % of Project Completed	Commentary
Residential Children's Homes Page 57	Increase the number of placements for children available in residential care in Newport by developing LA provision. In so doing children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our children is part of this ambition as well as promoting the best use of our resources. This links with regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments for the coming year are Rosedale home, which is opening in March 2021, the proposals to develop the annexes at Rosedale and Windmill Farm.	Quarter 4 2022/23	65%	70%	There continues to be delays in the building and developing of sites and handovers from Norse are now proposed as July for Windmill Farm and October for Rosedale annexes.
Review of existing Children's Homes	This project is a further development to improve the in- house residential offer and ensure all provision is of suitable quality and offers care of the highest standard.	Quarter 4 2021/22	90%	C	This project has now been completed. The review of services is a continual process and remains ongoing.
Unaccompanied Asylum Seeker Children (UASC)	Newport and Cardiff LA's have agreed to support unaccompanied asylum- seeking children from the National Transfer Scheme. We have the infrastructure to support these children/young people. In order to manage this process a team is being developed and consultation with stakeholders has commenced. There will be a need for a corporate strategy in response to meeting these children/young people's needs.	Quarter 4 2021/22 Quarter 4 2022/23	50%	80%	The collaboration with Cardiff ended in December 2021 when the National Transfer Scheme (NTS) became mandated. Welsh LA's agreed that collaboration would continue but on a LA regional basis. Newport is now the lead LA for Gwent and has appointed a Project Worker funded by WG to assist in the development of services for UASC across the region.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % Project Completed	Q4 % of Project Completed	Commentary
Child Protection Processes	Following research undertaken by Barnardo's to review child protection processes and experiences in Newport a stakeholder group has been tasked with implementing the key learning outcomes to improve partnership approaches and outcomes for professionals and families helping support children to remain within their families where safe to do so.	Quarter 4 2021/22	90%	C	Child Protection processes have been revised and are now embedded in Children Services processes.
Rosedale Annexes Page 572	There is currently an ICF expression of interest regarding Rosedale annexes with WG. This project would require planning permission and project management. Additional annexes would enable NCC to have sufficient emergency care and also allow the selling of placements across Gwent.	Quarter 4 2021/22 Quarter 3 2022/23	25%	30%	Handover of Rosedale annexes is likely to be October/November 2022. Planning has been approved and there have been some delays. Tender is likely to go out in two weeks and therefore should start to progress.
Proposed Closure of Cambridge House	To ensure the on-going quality and provision of high-quality care. Cambridge House is no longer suitable for a children's home due to the location and state of repair.	Quarter 4 2021/22	95%	C	Cambridge House has closed and children have settled in alternative accommodation.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	Q2 % Project Completed	Q4 % of Project Completed	Commentary
Single Unified Safeguarding Review (SUSR)	Lead on Welsh Government and Home Office project to ensure Domestic Homicide Reviews enhance practitioner learning and combine with adult/child practice reviews. Produce a single repository in Wales for all learning outcomes.	Quarter 4 2021/22	75%	C	The SUSR policy and process is complete. Welsh Government agreed Ministerial meetings going forward with 1st Minister to Chair. Governance and process to be managed through safeguarding boards across Wales. WG Hub to be central to access to learning repository hosted by Cardiff University.
Regional Independent Domestic Violence Advocates (IDVA) service	Outsource commissioning of the Regional IDVA service. Third sector consortia to manage and develop further the regional resource funded by VAWDASV Welsh Government grant and Police and Crime Commissioner Office.	Quarter 4 2022/23	75%	95%	Office of Police and Crime Commissioner will be the lead commissioner for the IDVA service. To tender on Sell to Wales during the summer with a tender to be awarded by 1st April 2023.
Child Exploitation response model Page 573	Newport is one of the leading Local Authorities in Wales delivering a response to exploitation through the implementation of a multi-agency strategy meeting model and Exploitation Toolkit which has now extended to all 5 Gwent Local Authorities. Building on this multi-agency approach we have recruited an Exploitation Social Work to provide direct support to tackle exploitation and improve outcomes for children and young people.	Quarter 4 2021/22 Quarter 2 2022/23	50%	50%	Evaluation of the work is underway with CASCADE until August 2022.

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Review and update outdated job descriptions and to genericise some key roles (where possible)	Provide consistency of job roles and responsibilities across Children and Young People Services.	1 st April 2021	31 st March 2022	C	The work continues across Social Services with input from key staff.
Review the current recruitment strategy and implement new ways of advertising roles (including updated job adverts, social media and video adverts).	Working with HR and Senior Managers we will update current mechanisms to attract people to the service.	1 st April 2021	31 st March 2022	C	Work in this area will be ongoing for the foreseeable future. Social media is proving useful in our recruitment strategy and we now have a suite of strong materials.
Develop an expanded social work student scheme with consideration for the option of including support for the Open University route to social work qualification.	Work with training and Adult Services to review the existing course and consider expansion options.	1 st April 2021	31 st March 2022	C	We continue to explore alternative ways to both recruit and retain staff. The National challenges continue. However, we have recently had more applicants for some posts. The pressures are across both Childrens and Adults. This will be an ongoing pressure.

Objectives and Action Update (31st March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31st March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#).

Well-being Objective 1 – Deliver effective services to support children to safely remain with their families							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	1 st April 2021	31 st March 2022	80%	80%	The most recent return to WG covers the fourth quarter. Our Rapid Response service is delivering strong outcomes with families and avoiding ongoing service delivery. Over the year we saw a reduction of 5 in the total number of children who are looked after. The number of UASC continues to rise as part of a planned programme and we will shortly reach the expected number for LAs
2	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.	Funding for the continuity of this partnership project has been secured for 21/22. Awaiting written confirmation of funding from Office of the Police and Crime Commissioner.	1 st April 2021	31 st March 2022	30%	C	Further funding has been secured for 22/23 from partners in Office of Police and Crime Commissioner (OPCC) allowing the project to continue. The project has proved to be very successful addressing gaps previously, where families were closed down to the Safeguarding Hub following a PNN referral. These families now receive support within a targeted timeframe and a plan is put in place. The aim is to catch families earlier and offer the right support, reducing the need for police call outs and referrals to the Hub.
3	Develop a rapid response provision at the front door of Children's Services utilising the skill set in existing provision.	The Rapid response service has now commenced within the safeguarding HUB and is supporting families at the earliest opportunity in an intense and immediate way	1 st April 2021	31 st March 2022	90%	C	This is team is increasing in size which will assist with capacity.

Well-being Objective 1 – Deliver effective services to support children to safely remain with their families

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
		through direct interventions aimed at helping keep families together. Reporting on outcomes is part of the model and this will be evaluated after the first year's delivery.					
4	Work with the Pathway Service to support reunification of Children who are looked after (CLA) to family/friends.	The delivery of this action in will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention. Introduction of Lifelong Links across Pathway	1 st April 2021	31 st March 2022	90%	C	This work continues in order to ensure safe reunification for children with families.
6	Complete and deliver actions agreed in the post safeguarding joint inspection action plan	This action has been delayed by the pandemic and will be taken forward across a number of areas notably the development of the child exploitation protocol.	1 st April 2020	31 st March 2022	80%	C	Toolkit shared with CM. Toolkit and Strategy presented to Safeguarding Board with National discussions ongoing. Safeguarding Hub arrangements now embedded. As are the MACE meetings and the role of the specialist social worker. Further specialist posts being considered.
6	The Public Law Working Group reform of Family Justice will be published in July 2020. Children's Services staff with legal colleagues will engage in the implementation strategy for the rollout of the changes	Publication was delayed until March 2021. This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	30 th June 2020	31st March 2022 31 st March 2023	80%	80%	The National delays have continued to pose some challenges. However, internally we continue to improve our pre-proceedings work. CIW will be undertaking work with all LAs throughout 22/23 to assess this area of development.

Well-being Objective 1 – Deliver effective services to support children to safely remain with their families

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
~ Page 577	To develop a sustainable model to deliver a consistent, coordinated, local and multi-agency response to all age safeguarding, early intervention and prevention at the front door of CS. This work will involve the consideration of systems, processes and resources of partner agencies to develop a model that reflects contributions from key agencies.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	1 st April 2021	31 st March 2023	90%	C	The safeguarding Hub continues to evolve and relationships are developing regionally and with partners.

Well-being Objective 1 – Deliver effective services to support children to safely remain with their families

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
8	Future direction of travel for Early Intervention and Prevention services to be considered with alternative models of delivery explored	A qualitative and consistent approach to early support services is achieved across all Newport communities, incorporating a high standard of safeguarding practice and improved outcomes for families and children.	1 st April 2021	31 st March 2023	25%	C	A new Prevention and Inclusion service area has been established and this area of work will begin in 2022/23 as part of the restructure.
9	Pilot Project in the Llanwern cluster addressing school exclusions and its link to criminality and exploitation.	To have local evidence to support a move towards system change and respond to children differently	1 st April 2021	31 st March 2023	30%	C	This pilot project continues to progress - however has been significantly impacted on by the pandemic. The aim is to produce an evaluation report throughout 2022/23
10	National Referral Mechanism (NRM)	Newport has recently been successful in a bid to host local decision making for National Referral Mechanism cases where children are being trafficked and or exploited. This will enable local agencies that understand the needs of young people in Gwent to make decisions on their behalf and ensure they get the appropriate support in a timely way.	1 st April 2021	31 st March 2022	50%	C	The project has been extended due to Home Office funding this until March 2023 due to the success
11	Continue the work started with GDAS to	As per the objective	1 st April 2021	31 st March 2022	75%	C	This project has been completed and no further funding has been made

Well-being Objective 1 – Deliver effective services to support children to safely remain with their families

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
	base multiagency staff in frontline teams.						available to extend this pilot however it would be desirable for the Service Manager and Head of Service to consider this intervention for further funding streams in the future.
12	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.	As per the objective	1 st April 2019	31 st March 2022	75%	C	Ongoing work to reduce the number of children the LA are issuing proceedings on has been effective due to this work stream and the approaches will continue
13	Monitor the effectiveness of Family Group Conferencing (FGC).	As per the objective	1 st January 2020	31 st March 2022	80%	C	FGC numbers continue to remain steady and the impact has been evidenced by Barnardos that rates of legal statuses have either reduced to remain the same and therefore evidencing the impact of having the FGC service within Newport.

Well-being Objective 2 – Improve outcomes for children in care and care leavers including a focus on safe reunification

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	1 st April 2021	31st March 2022 31 st March 2023	90%	90%	This continues to be a priority given the lack of social housing options.
Page 580	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.		1 st April 2021	31st March 2022 31 st March 2023	40%	40%	This continues to be a challenge due to covid restrictions but will be a priority moving forward.
3	Continue to work with the Pathway Service and stakeholders to ensure that all CLA are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.	.	1 st April 2021	31st March 2022 31 st March 2023	80%	90%	This work is ongoing and developing across the whole of the service.
4	Work to the revised guidance for Corporate Parenting from Welsh Government (due in summer 2020) with the Corporate Parenting Forum and potentially other partners to build understanding of shared responsibility.	Revised guidance has been delayed and will now be published during 2021.	1 st June 2020	31 st March 2022	0%	0%	We still await the guidance from Welsh Government. Corporate Parenting meets and is a positive and constructive forum for Member and Officers as well as key stakeholders. This action has been marked Green as completion of this action remains outside of NCC control.

Well-being Objective 2 – Improve outcomes for children in care and care leavers including a focus on safe reunification

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
5	In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time. ii) Continue to deliver family time virtually as a positive for families.	Family time (contact) has been successfully delivered during the pandemic with staff and families supported to ensure the service has continued despite lockdown restrictions. A policy for taking the delivery of the service forward is due to be completed with a focus on each individual child's needs being considered and met.	1 st April 2021	31 st October 2022	75%	75%	family time has now almost completely reverted back to pre-pandemic practice and therefore fully functioning. Within the next quarter further discussions can take place to optimise the skill set of the staff - to undertake Life Journey Work and other support for CP Teams.
Page 581	Public Care (IPC) and the Gwent Children and Families Partnership looked at various models of mental health care for children looked after with complex needs, and decided that the MyST model was the most effective to roll out across Gwent. This was agreed as a priority area, due to the poor outcomes for this particular group and also the cost of private residential care. The team have now been appointed and the model will need to be embedded and supported by CS and other stakeholders.	Publication was delayed until March 2021. This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	1 st April 2021	31 st March 2022	90%	C	MyST is now fully embedded within Newport.

Well-being Objective 3 – Ensure a range of placements are available for looked after children							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport.	Promote the return of Out of County foster children to Newport. These new homes will increase the number of placements available to Newport Children also allow potential to 'sell' placements to other Gwent LA's.	1 st April 2019	31 st March 2023	65%	70%	There have been delays in building and development of Windmill Farm site. Handover is likely to be the end of July. Rosedale annexes will likely to be handed over by the end of November time. Plans are continuing to consider how we develop UASC residential provision for Gwent-development of a regional home is under discussion.
Page 582	Team to develop a joint approach to supporting foster carers and children looked after.	Placements and increase the number of children in settled placements.	1 st July 2020	31 st July 2021	C	N/A	We are still attempting to recruit MyST Foster carers. We are working on supporting families and developing systems and support.
3	To develop NCC's When I'm Ready (WIR) provision for care leavers and review the Supported Lodging (SL) provision to ensure consistency.	Processes are in place are clear for all stakeholders. There is clarity in SL placements and supports.	1 st April 2021	31 st March 2022	80%	C	This has been successful and policies and procedures are now in place.

Well-being Objective 4- Prevent offending and re-offending by children and young people

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Youth Justice Service to engage on local and national youth justice issues considering further service development in line with Welsh Government blueprint.	All of the action in this section work towards prevention of offending and re-offending.	1 st April 2021	31 st March 2022	70%	C	The Service Manager and Team Manger are visible and present in a range of forums and work streams to represent Youth Justice and Children's Services. MAPAPA Implementation Group, NRM, Youth Justice Sector Improvement Partnership, Hwb Doeth and Youth Justice Anti-Poverty group are just some of these. These will be ongoing and evolve as need.
2	Further develop the support provided by the Youth Justice Service (YJS) incorporating robust early intervention and prevention work; and future service transformation work.	Holistic and timely support is available to all children accessing the service from a multi-agency team, and built into their intervention plans. Enhanced understanding of contextual risks impacting on the child.	1 st April 2021	31st March 2022 31 st March 2023	70%	90%	The YJS has progressed this area and now has a wider range of interventions available, and is working collaboratively with partners and key stakeholders. A new service plan will be developed by the end of June 2022 with new intervention programmes clearly reported on.
3	Build on work on Contextual harm and exploitation safeguarding research, and embed new approaches to understanding, and responding to young people's experiences of significance.	Lead worker on Contextual Safeguarding to undertake Community Assessments with key partners. Establish robust links across children's services to share learning and tools.	1 st April 2019	31 st December 2021	C	N/A	Understanding of contextual safeguarding has now improved within the YJS and forms part of day to day assessment, risk management and safety planning practice. Work continues with relevant partners to explore ways of building knowledge of community contextual risks to inform actions.

Performance Measures (31st March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31st March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

The performance measures used in Children Services are based upon the Welsh Government 'Performance and Improvement Framework for Social Services' guidance which was introduced in 2020/21. As there is new methodology and requirements under the Framework, performance comparisons have not been provided between 2017/18 and 2019/20.

For the performance measures reported in the table below, targets have not been set against them as the Council does not have any control over the people presented to them throughout the year. Previous years performance data is provided to enable comparison against previous financial year's performance.

Performance Measure	2021/22 Actual Performance	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance
National (NEW) CH001- The number of contacts for children received by statutory Social Services during the year.	11,311	10,104	No Data	No Data	No Data
National (NEW) CH/005b- The number where physical punishment by a parent or carer was the only factor	85	144	No Data	No Data	No Data
National (NEW) CH/015- The total number of children with a care and support plan at 31 st March	945	978	No Data	No Data	No Data
National (NEW) CH/036- The total number of children removed (de-registered) from the child protection register in the last 12 months	207	148	No Data	No Data	No Data
National (New) CH/033- The total number of children on the child protection register at 31 st March.	127	158	No Data	No Data	No Data
National (NEW) CH/033- The total number of reports of child exploitation received during the year	122	62	No Data	No Data	No Data
National (NEW) CH/037- The number of children becoming looked after during the year.	116	91	No Data	No Data	No Data
Local (NEW) CH/L002- The number of children who ceased being looked after during the year.	120	92	No Data	No Data	No Data

Performance Measure	2021/22 Actual Performance	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance
National (NEW) CH/043 - The total number of children looked after at 31 st March who have experienced three or more placements during the year.	50	26	No Data	No Data	No Data
National CH/045 - The total number of children who returned home during the year	33	36	No Data	No Data	No Data
National (NEW) CA/010 - The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	127	74	No Data	No Data	No Data
National (NEW) CH/L003 – Number of Foster Carers registered with the Local Authority (Inc Kinship, Supported Lodgings General and Respite)	161	159	No Data	No Data	No Data
National (NEW) CH/L004 – Number of Childrens Residential Fostering Beds	22	20	No Data	No Data	No Data
National (NEW) CH/L005 – Number of Children in care proceedings during the year	56	44	No Data	No Data	No Data
National CH/039 The number of children looked after at 31 st March.	372	378	No Data	No Data	No Data

Key

	Green – Performance is above Target
	Amber RAG – Performance is below Target (0-15%)
	Red RAG – Performance is Under achieving (+15%)
?	Unknown RAG (Data missing)

Performance Measure	21-22 Actual Performance	Target 2021/22	20/21 Actual Performance	19/20 Actual Performance	18/19 Actual Performance	17/18 Actual Performance	Commentary
Local (Youth Justice Service) - % of young people in suitable accommodation at the end of a statutory order.	96.6%	95%	89.6%	91.7%	95.8%	86.5%	Not required
Local (Youth Justice Service) – Average ‘Post 16’ Hours at End of Intervention	15 hours	15 hours	15.8 hours	14.4 hours	16.4 hours	No Data	Not required
Local (Youth Justice Service) - Average number of hours ‘School Age’ children attend at the end of an Intervention.	19.6 hours	17 hours	15 hours	16.7 hours	16.8 hours	16.5 hours	Not Required
Local (Youth Justice Service) – Total Number of first Time Entrants	13	20	38	25	12	No Data	Not Required
Local (Youth Justice Service) - % of All cases that are community resolutions and preventative outcome.	88.9%	70%	52.6%	62.6%	76.5%	No Data	Not required

Adults and Community Services Annual Service Plan 2017-22



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2021/22 Edition

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Page 588 Cabinet Member(s) and Head of Service



Councillor Paul Cockeram
Cabinet Member for
Social Services



Chris Humphrey
Head of Adults &
Community Services

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

Introduction

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of the One Newport Public Services Board 'Wellbeing Plan' and also Wales' Well-being Goals:

Well-being Objective 1 – To improve skills, education and employment opportunities

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

Well-being Objective 3 – To enable people to be healthy, independent and resilient

Well-being Objective 4 – To build cohesive and sustainable communities

To support the delivery of the Well-being Objectives the Council's service areas have set a five year service plan which outlines their objectives, actions, performance measures and risks to delivering the Corporate Plan. Each of these objectives and actions also support the Well-being Act's sustainable development and five principles:

Page 589 Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

Newport City Council Statutory Duties

In the delivery of Council services, there a different legislative and statutory requirements for the Council to comply with. The key areas of statutory duties includes but is not exhaustive:

Well-being for Future Generations Act

Social Services and Wellbeing Act 2014

Local Government & Elections (Wales) Act 2021

Equalities Act including Socio Economic Duty

Welsh Language Act

Data Protection Act 2018 and Freedom of Information Act 2001

Modern Slavery Act 2015

Counter Terrorism and Security Act 2015

Mental Capacity Act 2019

Mental Health Act 2017

Overview of Adult and Community Services

Newport citizens represent a diverse group of people, and their social care needs are determined by a wide range of factors including age, physical and mental health and economic circumstances.

Challenges for adult and community services are that the population is growing and people are living longer. Therefore, we have to find sustainable solutions that will meet new demands in a climate of reducing budgets.

This requires new solutions that focus on early intervention and prevention, working in partnership with health to promote independence and encourage less reliance on statutory services. Third sector and independent providers deliver services on behalf of the Local Authority and we need to ensure all partners are delivering care and support in line with our strategic requirements.

The population of the City is unevenly distributed with the areas at the eastern and western edges, Marshfield, Castleton, Penhow, and Llandevaud, having geographically large electoral divisions with fewer numbers of people living in them. The north and east of the City is more heavily populated with Bettws, Malpas, Ringland and Alway wards having the highest proportion of the total population of the City.

Demographic trends generally predict increasing numbers of older people and decreasing numbers of younger adults. This is a National trend and has significant consequences for the future demand for health and social care services.

Social Isolation and loneliness are often triggered by the loss of family, friends, mobility or income, to which older people are particularly vulnerable. This can have damaging effects on physical health and mental wellbeing. There was an estimated 11,677 people aged 65 and over living alone in Newport in 2010, and this is projected to rise to 13,160 in 2025.

In order to effectively manage increasing future demand Newport City Council will need to offer preventative services that promote independence and self-reliance, working in partnership with Health to maximise opportunities for citizens to access support that will improve and maintain health and well-being. This shift will enable citizens to maintain their independence for longer and reduce reliance on statutory services.

We currently have approximately 1800 people in receipt of a care and support plan and receive care and support across a range of services. We also have a responsibility to ensure that those in our care are protected. Under Social Services and Wellbeing (Wales) Act 2014 we have a duty to ensure that all adults are protected from harm or abuse. Our Safeguarding measures in the Council places a duty on all officers and supporting services to report incidents where they believe an individual or group are at risk.

The pressures faced by the service area include:

- Reducing budgets
- Increase in population
- Increasing numbers of people over 65 and living alone
- Increase in numbers of people with a diagnosis of dementia
- Lack of supply of specialist dementia services
- Higher than average numbers of people living in circumstances defined as deprived
- Higher than average numbers of people experiencing poor health
- Recruitment and retention issues for social care staff

Finance

Notwithstanding the above, the impact of the Pandemic is yet to be fully realised.

- The care market will need to adapt to new ways of working and that could affect service capacity and financial sustainability.
- The long term community health and social care needs are not yet known

The Council's budget for 2021/22 was agreed at [Council](#) on 3rd March 2021. In 2021/22 Adults and Community Services base revenue budget has been set as £51,499,000. As part of the Council's Medium Term Financial Planning, Adult Services has identified savings to be achieved over the next four years. The following savings have been identified in the table below and further information can be [found here](#).

Savings area identified	Savings (£) 2021/22	Savings (£) 2022/23	Savings (£) 2023/24	Savings (£) 2024/25
Transformation of Adult day services	£437,000	£145,000	£0	£0
Proposed reductions in non-staffing budgets	£284,000	£0	£0	£0
Community opportunities for adults with learning disabilities and adults with physical disabilities	£150,000	£0	£0	£0

The budget investments for Adult Services over the next four years are stated below and further information can be [found here](#).

Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Potential loss of Integrated Care Fund (ICF) funding from March 2022 for statutory services	£0	To be Confirmed	£0	£0
Demand on Adult Community Care budgets through new learning disability children turning 18, re-profiled 2020/21 savings (£250k) and pressure reduction of £96k	£976,000	£-63,000	£0	£0

Capital Programme

Newport Council sets an extensive capital programme to deliver key infrastructure projects / schemes. The list of Capital schemes and projects for 2020/21 can be found [here](#).

Workforce Planning

To support the delivery of the service plan it is important to have a workforce plan that focuses on the training and development of staff and to improve the resilience of teams to deliver change. Through collaboration with the Council's Human Resources team, the service area has identified the following actions to deliver in 2021/22.

Ref	Action	Reason(s)	Outcome(s)	Responsible Officer	Action Start Date	Anticipated Completion Date
1 Page 592	Create a working group to review key Job Descriptions across Adult & Community Services.	The existing job descriptions require updating to reflect the current roles and responsibilities?	Ensure consistency across key roles and responsibilities in Adult Services.	Head of Adult & Community Services / Service Manager (JJ)	1 st April 2021	31 st March 2022
2	Identify partners and deliver training to key staff members and social services as a whole on new Mental Capacity Act legislation.	The Mental Capacity (Amendment) Act 2019 introduces new powers and duties for health and social services	Improve the knowledge and understanding to ensure compliance with the new legislation.	Head of Adult & Community Services / Service Manager (HL)	1 st April 2021	31 st March 2022
3	Examine career pathways and structures throughout Adult and Community Services.	Increase flexibility across the workforce and support career progression.	Improve resilience and provide career pathways across Adult Services.	Head of Adult & Community Services / Service Manager (JJ)	1 st April 2021	31 st March 2022

Programmes & Projects

To support the Corporate Plan and/or meet necessary statutory duties / legislative changes, service areas undertake programmes and projects. Below is a list of ongoing major change programmes and projects that are currently led by Adult & Community Services.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
Home First	<p>The objective of this project is to further align patient flow processes within hospital discharge. Through collaboration with our health and social care partners the outcomes will be to:</p> <ul style="list-style-type: none"> • Prevent future admissions into hospital by ensuring tailored care packages are in place. • Implement early planning for discharge to prevent avoidable delays for patients returning home or to appropriate accommodation. • During the COVID 19 crisis, Home First has continued to provide in line with regional arrangements a critical frontline service to support hospital discharge. • Home First has extended operation to cover the Grange University Hospital which was opened in November 2020 	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22
Integration of Frailty team into First Contact	<p>The objective of this project is to integrate the Frailty team into the First Contact team. The outcomes of this work will:</p> <ul style="list-style-type: none"> • Reduce the number of entry points for Newport citizens to contact and engage with the Council. • Improve the efficiency and consistency of the First Contact service to signpost Newport citizens to the correct team(s) and ensure that they receive necessary information and support for their needs. 	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22
Direct Payments Regional Service	<p>To develop a regional approach for service users to access and use the Direct Payments service that will ensure:</p> <ul style="list-style-type: none"> • Consistent service model adopted across the region; • Improve the future resilience of the service model for Newport citizens • Ensure individuals are able to have greater independence and tailored support that meets their needs. 	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22
Appointeeship Regional Service	<p>To develop a regional approach for Newport citizens to access the Appointeeship service. The outcome(s) of this project will ensure:</p>	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient.	Resilient Communities	Quarter 4 2021/22

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
	<ul style="list-style-type: none"> Consistent service model is adopted across the region for all citizens. Improve the access and efficiency of the Appointeeship service for Newport citizens. 			
Day Opportunities Development of Outreach service	A community based outreach model of support will be developed as a reconfiguration and expansion of the previous buildings based service	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Development of Reablement – Dementia Service	To develop a new specialist Reablement service for those suffering from dementia	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Liberty Protection/Safeguards	To prepare for the implementation of new legislation	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
Implementation of the new WG performance framework	To fully implement the procedures and protocols to ensure full compliance with the Welsh Government Performance Framework that is a statutory reporting requirement	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22

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Objectives & Actions

To support the delivery of the Corporate Plan, Adult and Community Services has set 5 Objectives to deliver in 2021/22:

Objective 1 – Early Intervention and Prevention

Objective 2 – Integrated working across health and social care

Objective 3 – Commissioning

Objective 4 – Carers

Objective 5 - Safeguarding

Objective 1		Early Intervention and Prevention			
Objective Outcome(s)		We will direct and signpost effectively and when support is required we intervene early to prevent escalation and dependence.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	Integration of the Frailty service into the First Contact Team will improve the signposting and access to services by Newport citizens. This will also reduce the number of single points of access and improve the efficiency of the service. The service will also improve its resilience to service demand pressures and ensure an integrated approach is provided to citizens.	Service Manager (DP)	1 st April 2019	31 st March 2022
2	Development of a regional approach for service users to access and use the Direct Payments service.	This supports the delivery of the Direct Payments project and will deliver: <ul style="list-style-type: none"> • Consistent service model adopted across the region; • Improve the future resilience of the service model for Newport citizens; and • Ensure individuals are able to have greater independence and tailored support that meets their needs. 	Service Manager (DP)	1 st April 2020	31 st March 2022

Objective 2		Integrated working across Health and Social Care			
Objective Outcome(s)		The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	Through collaboration with the Health Board and partners we will be able to: <ul style="list-style-type: none"> • Prevent admission • To build further on early planning for discharge to prevent avoidable delays • Manage patients through the pathways more effectively • The opening of the new Grange University Hospital has impacted existing processes and ongoing review and development is required to ensure full integration 	Service Manager (JA)	1 st April 2019	31 st March 2022
2	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	<ul style="list-style-type: none"> • Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood. • Enable integration of key Council, health and partners to support young people through the transition process. • Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process. 	Service Manager (HL)	1 st April 2020	31 st March 2022

Objective 3		Commissioning			
Objective Outcome(s)		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Develop a regional Appointeeship service through collaboration with other local authorities and partners.	The outcome(s) of this action will ensure: <ul style="list-style-type: none"> • Consistent service model is adopted across the region for all citizens. • Improve the access and efficiency of the Appointeeship service for Newport citizens. 	Service Manager (JJ)	1 st April 2020	31 st March 2022
Page 598 2	To implement the Independent Living Strategy for all adults and to improve the support available for young people with learning disabilities to transition into Adults Services.	This action will enable service users with learning disabilities to live healthy, independent lives within the community and ensure that young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood. Enable early planning and involvement with the Council, Health, young people, their families and/or carers to support them throughout the transition process. To ensure multi-disciplinary systems/processes are in place to support transition. Information from Children's Services to predict future demand	Service Manager (HL)	1 st April 2021	31 st March 2022
3	Day Opportunities – Development of outreach service	To ensure flexibility in the offer of community based support across client groups	Service Manager (GC)	1 st April 2021	31 st March 2022
4	Development of Reablement Dementia Service	To ensure those with Dementia have access to a specialist service to maintain	Service Manager (GC)	1 st April 2021	31 st March 2022

Objective 3		Commissioning			
Objective Outcome(s)		The procurement and management of service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
		and improve independence after a hospital stay			
5	Implementation of the new Welsh Government performance Framework	To ensure NCC can fulfil its statutory requirement to report to Welsh Government on activity across adults and children's services	Service Manager (JJ)	1 st April 2021	31 st March 2022
Page 599	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	This will provide an understanding of the impact that Covid 19 has had on the social care sector and service users in Newport.	Service Manager (JJ)	1 st April 2019	31 st March 2022
		The outcomes of this work will determine the future market offer to ensure service users receive high quality and sustainable care and support packages that enables healthy, independent living.			

Objective 4		Carers			
Objective Outcome(s)		To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide specialist information	The delivery of this action will enable Adult Services to support carers and provide integrated support that will prevent carer breakdown.	Service Manager (DP)	1 st April 2019	31 st March 2022
Page 600	To develop a revised service offer for young carers in partnership with Barnardo's	<ul style="list-style-type: none"> • Ensure young carers are able to be signposted and access the service(s) they need. • Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, Enable integrated support for all carers by the Council, health, third sector and charities. 	Service Manager (DP)	1 st April 2020	31 st March 2022

Objective 5		Safeguarding			
Objective Outcome(s)		To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.			
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.			
What Corporate Theme(s) does this objective support?		Resilient Communities			
Action No.	Action Description	Action Outcome(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	To implement the change in Mental Capacity Legislation specifically in relation to Deprivation of Liberty Safeguards (DOLS) to the new legislation of Liberty Protection Safeguards (LPS) Implementation rescheduled from Oct 2020, to April 2022 due to pandemic pressures.	The Mental Capacity Act requires the Council to implement the deprivation and Liberty Protection Safeguards for Newport citizens. The delivery of this action will ensure the Council's processes meet these new legislative requirements.	Head of Corporate Safeguarding (MR)	1st April 2020	31 st March 2022
Page 601	To continue to support and empower citizens through the adult safeguarding process.	The delivery of this action will ensure all Newport Citizens, Partners, Council Members and Officers are able to raise safeguarding concerns and issues and have confidence that these are investigated in accordance with the Social Services and Wellbeing Act,	Head of Corporate Safeguarding (MR)	1st April 2019	31st March 2021
2.1	To provide training and raise awareness of the new Liberty Protection Safeguards for all practitioners and officers.	The delivery of this action will ensure practitioners and officers are aware of their role and responsibilities under the new LPS legislation. This will also prevent non-compliance with the new legislation.	Head of Corporate Safeguarding (MR)	1st April 2020	30 th September 2021
3	Preparation for the implementation of the Liberty Protection Safeguards in April 2022.	Ensure Adult Services, NCC and partners are prepared and ready to implement the new legislation from April 2022.	Head of Corporate Safeguarding (MR)	1 st April 2021	31 st March 2022

Performance Measures

Adult Services performance measures are taken from the Welsh Government Social Services Performance Framework. No targets will be set for these measures in 2021/22. Previous years data for will be used as a 'comparator' to enable monitoring and reporting.

Performance Measure <i>(National / Local / Management Information)</i>	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
National (AD/002) – The number of contacts received by Adult Services where advice and assistance was provided during the year	1,718	No Data	No Data
National (AD/004) – The number of new assessments completed for adults during the year	1,538	No Data	No Data
National (AD/006b) – The active offer of Welsh was accepted	0	No Data	No Data
National (AD/010) – The total number of packages of reablement completed during the year	584	No Data	No Data
National (AD/011a) – The number packages of reablement completed during the year that reduced the need for support	43	No Data	No Data
National (AD/011b) – The number of packages of reablement completed during the year that maintained the need for the same level of support.	95	No Data	No Data
National (AD/011c) – The number of packages of reablement completed during the year that mitigated the need for support.	409	No Data	No Data
National (AD/012) – The number of adults with a care and support plan as at 31 st March.	1,861	No Data	No Data
National (AD/013) – The total number of adults with eligible needs for care and support maintained by Direct Payments at 31 st March	93	No Data	No Data
National (AD/022) – The total number of reports of adults suspected of being at risk where it is necessary for enquiries to be made.	648	No Data	No Data
National (AD/023) - The Number of adult protection enquiries completed within 7 days from the receipt of the reported alleged abuse.	636	No Data	No Data

Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

Risk Management

Risk Name	Risk Owner (Job Title)	Corporate Risk or Service Risk
<p>Liberty Protection Safeguards Legislation In 2020 new Liberty Protection Safeguards (LPS) legislation will be passed replacing the current Deprivation of Liberty Safeguards (DOLS).</p>	Service Manager (JJ)	Service Area Risk
<p>Pressure on Adult & Community Services There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs. With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets. There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.</p>	Service Manager (JJ)	Corporate Risk
<p>Safeguarding Risk To ensure the Council safeguards adults, children and carers as part of its statutory duty.</p>	Head of Corporate Safeguarding (MR)	Corporate Risk
<p>Stability of Social Services Providers The Council requires support from external providers to deliver care packages for adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.</p>	Service Manager (JJ)	Corporate Risk

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Adult & Community Services

End of year Review 21/22



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Names of Cabinet Member(s)- Councillor Jason Hughes and Councillor Stephen Marshall

Director of Social Services- Sally Ann Jenkins

Head of Service- Mary Ryan

Introduction

This is the **Adult & Community Service** update on the progress being made against the objectives, actions, performance and risk for the period 1st April 2021 to 31st March 2022. Service plans have been designed to support the delivery of the [Council's Corporate Plan 2017-22](#). As one of the 44 public bodies, Newport Council must consider the Well-being of Future Generations Act in the delivery of its plans and the sustainable development principle of meeting our duty under the Act.

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

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The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

This report will be used to support the Council's Self-Assessment and will be integrated into the Council's Annual Well-being / Corporate Self-Assessment Report published in 2022. Any recommendations raised by the Council's Scrutiny Committee(s) and service area will be considered as part of the Council's assessment.

Adult and Community Services [Service Plan 2021/22](#)

The **Adult & Community** service plan focuses on the delivery of the following Wellbeing Objective(s) in the Corporate Plan 2017-22:

- **Well-being Objective 3-** To enable people to be healthy, independent and resilient; and
- **Strategic Recovery 3-** Promote and protect the health and well-being of people, safeguarding our most vulnerable and building strong, resilient communities.

The 2021/22 Service Plan has 5 objectives that are focused on:

Objective 1 - Early Intervention and Prevention

We will direct and signpost effectively and when support is required, we intervene early to prevent escalation and dependence

Objective 2- Integrated working across health and social care

The development of an integrated approach to the provision of care and support for people in Newport through the establishment of Neighbourhood Care Networks.

Objective 3- Commissioning

The procurement and management service contracts that deliver high quality, cost effective and sustainable services based on evidenced community need and market intelligence.

Objective 4- Care

To fulfil NCC's responsibility to carers as required by the Social Services & well-being Act providing support and reducing carer breakdown.

Objective 5- Safeguarding

To improve safeguarding arrangements that protect children and adults within all aspects of Council services functions and duties.

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NCC Restructure

From 2022/23 Newport City Council has implemented a new structure that will support the Council's new Corporate Plan 2022-27 and deliver the manifesto aims of the Council's Cabinet. The below provides an overview of the teams and functions that will be moving to and from Adult Services:

Service Area Team / Function	Moving To / From
Supporting People	Moving to Housing and Community Service
Substance Misuse Service	Moving to Prevention and Inclusion Service

Cabinet Member(s) / Head of Service Executive Summary

Another challenging 12 months for adult services during the 2nd year of the Pandemic. The headline performance figures show that levels of demand are very slightly raised in 21/22 with 5,681 contacts against 5,597 in 20/21. Similarly, the main source of referrals are Health, the Police and family members. The number of adults with a care and support plan at the end of the year was 1,940, slightly up on the 1,861 figure of 20/21.

Out of 1,444 new assessments completed during the year, only 169 were as a result of a request due to changing circumstances where an assessment had been completed within the previous 12 month period. This is a strong indication that where people are identified as eligible for services, they are getting the support that is appropriate to their needs.

The number of Reablement packages completed during the year was slightly increased from 584 in 20/21 to 601 in 21/22. Out of the 601, 484 mitigated the need for support and 24 resulted in a reduction.

There was a significant improvement in the number of carers assessments completed the figure of 281 represents a 97 increase on the previous year.

The number of adults at risk of abuse or neglect increased by 80 during the period with a total of 753 at year end. Providers continue to be the main source of referral. The response times remain high with 745 of the 753 being completed within 7 working days of the initial report.

Although the figures do not indicate a substantial increase in demand by way of volume the pressures of Covid and staff shortages combined with increased complexity of need have created new pressures. The workforce issues in social care are not new but they are worsening. There are staff vacancies across adult services at levels not previously experienced and external providers are finding it difficult to recruit and consistently report that staff are moving to other roles in retail and hospitality. This makes it difficult to maintain service consistency and to manage costs.

Generally there are not high vacancy rates within homes but some, including our in house service, are finding it difficult to take new placements as a result of staffing shortages so people are waiting longer for admission. The positive news for residential care is that there are high levels of vaccination, incidents are significantly reduced but when they occur they are being managed proactively and effectively. Restrictions are easing but infection control measures such as mask wearing and visitor testing remain as standard practice.

The end of year figures evidence that waiting times for new residential placements and domiciliary care packages have doubled. The data shows that although admissions are taking longer the number of new placements through the year is in line with previous activity (207 in 21/22 and 203 in 20/21). However, the number of new domiciliary care packages reduced by 132 (497 in 21/22 and 629 in 20/21). This reflects the reality of reduced capacity in the domiciliary care sector that is failing to meet demand.

Throughout the year, our in house outreach service provided support for 67 sets of carers and cared for in the community. The team were able to provide a range of activities for the cared for person, enabling the carer to have time to themselves. These activities take place in the cared for person's home or local community – as requested by the individual. Plans have been put in place for a new Short Break service which will offer more flexibility by combining a facility base with the outreach service. The facility base is scheduled to open at Spring Gardens in the second quarter of 2022/23.

Planning has been undertaken to establish an enhanced dementia care service for people who would benefit from a focussed reablement programme either following a stay in hospital or to prevent a hospital stay. The service will combine the Frailty, Spring Gardens and Short Break service to provide reablement support for an agreed number of weeks. A 12 month pilot study is planned and will commence subject to the outcome of funding bid.

The implementation of Liberty Protection Safeguards legislation has been delayed due to Covid and whilst the new date is currently unknown, the delay has enabled NCC to substantially reduce the best interest assessment (BIA) waiting list and prepare staff for the changes to ensure full compliance.

Twenty four children with learning disabilities transitioned into adult services with all the planning and consultation required to ensure their needs are met in a way that promotes choice and independence.

Home First continued to develop and to contribute to the integrated hospital discharge pathway. The success of this regional service has led to further plans for expansion, working with the Ambulance service (WAST) to prevent the need for people to go to the hospital, by offering the right support

Some really good work in relation to carers as demonstrated by the increase in the number of carers assessments offered. Unpaid carers can be a hard to reach group but the carers network has been effective in communicating the Newport offer to those who need it. There are grants and funding available for carers, an example of this is the provision of money from Welsh Government to assist with driving lessons The young carers offer was launched in January 2022 in partnership with Barnardo's.

The availability and use of assistive technology continues to improve and expand. We are working with partner agencies such as Mind and Pobl to publicise availability and equipment is being made available to support independence and keep people safe in the community.

Some work streams have been delayed such as the development of a regional appointee service. Whilst this work has not progressed as a true regional project, Newport continues to work collaboratively with Caerphilly to streamline processes and managed increased demand.

The regional work around Direct Payments has progressed in that Torfaen has agreed to be a regional lead and the project to develop common policies and practice will progress through 22/23.

Adult services continues to review processes to improve productivity and to future proof the service offer. An example is the completion of care aims training for the first contact team that has improved the initial assessment and triage process. The intention to bring frailty into a newly established IAA hub will reduce points of access and improve efficiency and resilience. This work will continue during 2022/23.

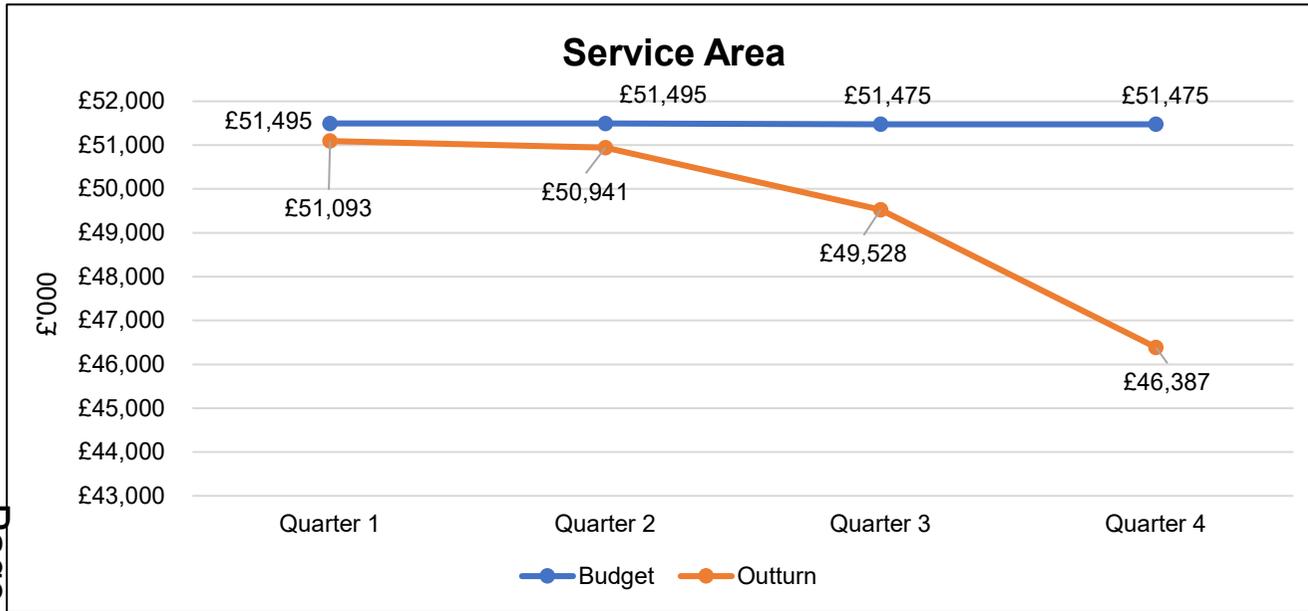
Looking forward, the main issues of concern are workforce deficiencies and service cost. Welsh Government hardship funding and pandemic related additional payments for providers have ceased and we are reliant upon our negotiated fee levels to sustain our delivery partners. The fee negotiations this year resulted in higher than usual percentage increases in recognition of the need to protect financial sustainability. However, the ongoing impact of inflation and the high price of energy, fuel and other essential commodities will continue to stress the system and we continue to work closely with providers and with our regional commissioning partners to identify and manage the risks.

The dedication, professionalism and commitment of the staff across adult services and external social care provision must be acknowledged as the gaps in the workforce continue to create pressure in the system. Despite this, critical services have remained in place, people have been kept safe and new provision continues to be developed to meet changing needs.

In order to ensure we have sufficient resource to continue to meet our statutory obligations we are investing in the staff to obtain professional qualifications. There are currently 2 people undertaking the Social Work degree with another 5 places available during 2022/23. An Occupational Therapist training opportunity is also available.

There are challenges to face in 2022/23 but also opportunities as the recent restructure and new senior management team undertake a review of current arrangements to ensure services remain sustainable and effective.

Adult and Community Services Revenue Outturn 2021/22

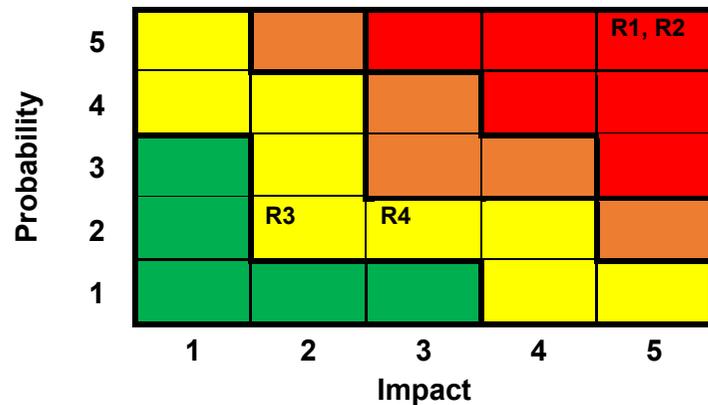


This provides an overview of the service area outturn revenue position at the end of the financial year.

Revenue and Capital Finance reporting can also be found in Cabinet reports for 2021/22 using the link [here](#).

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Service Area Risks at 31st March 2022



Service Area Risk Heat Map Key (Quarter 4 2021/22)	
R1 – Stability of Social Services (Corporate Risk)	R3 – Safeguarding
R2 – Pressure on Adult and Community Services	R4 – Liberty Protection Safeguards Legislation

Corporate and Service Risks are reported to the Council's [Governance and Audit Committee](#) and [Cabinet](#) every quarter.

Glossary

Actions (Red / Amber / Green)

C	Green RAG – Completed
%	Green RAG – Action is on course to be completed within timescale
%	Amber RAG – There are potential issues which unless addressed the action might not be achieved within agreed timescales.
%	Red RAG – The action requires immediate action to achieve delivery within agreed timescales.
?	Unknown RAG (Data missing)

Programmes and Projects

This provides an update on the delivery of key programmes and projects that contribute towards the delivery of the Corporate Plan 2017-22. This covers the progress of delivery from 1st April to 31st March 2022.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed at Mid Year (30/9/22)	% of Project Completed 21/22	Commentary
Home first	<p>The objective of this project is to further align patient flow processes within hospital discharge. Through collaboration with our health and social care partners the outcomes will be to:</p> <ul style="list-style-type: none"> • Prevent future admissions into hospital by ensuring tailored care packages are in place. • Implement early planning for discharge to prevent avoidable delays for patients returning home or to appropriate accommodation. • During the COVID 19 crisis, Home First has continued to provide in line with regional arrangements a critical frontline service to support hospital discharge. 	Quarter 4 2021/22	70%	C	Home First continues to support admission avoidance across the three hospital sites. Further work is being looked at to support in the flow centre/ WAST (Welsh Ambulance Service NHS Trust) new staff come on board to support the Home First Team. Work is also being undertaken as part of the project in relation to the sustainability of the team post March 22.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed at Mid Year (30/9/22)	% of Project Completed 21/22	Commentary
	Home First has extended operation to cover the Grange University Hospital which was opened in November 2020				
Integration of Frailty team into First Contact.	<p>The objective of this project is to integrate the Frailty team into the First Contact team. The outcomes of this work will:</p> <ul style="list-style-type: none"> • Reduce the number of entry points for Newport citizens to contact and engage with the Council. • Improve the efficiency and consistency of the First Contact service to signpost Newport citizens to the correct team(s) and ensure that they receive necessary information and support for their needs. 	Quarter 4 2021/22	60%	70%	<p>Progress has been slower than expected due to immense pressure on services and staff shortages. Project support is suggested to add momentum to this work stream. The pilot of Teams Telephony will help as the telephony system was a hurdle to overcome.</p>
Direct Payments Regional Service	<p>To develop a regional approach for service users to access and use the Direct Payments service that will ensure:</p> <ul style="list-style-type: none"> • Consistent service model adopted across the region; • Improve the future resilience of the service model for Newport citizens <p>Ensure individuals are able to have greater independence and tailored support that meets their needs.</p>	Quarter 4 2021/22	75%	C	<p>There are been agreement by Head of Services regarding the Lead Local Authority to take this work forward. Torfaen will take this work stream forward and are currently recruiting a Lead worker for this project to gain momentum.</p> <p>Once the Lead is in place the project will start on the areas agreed for regional development.</p>
Appointeeship Regional Service	<p>To develop a regional approach for Newport citizens to access the Appointeeship service. The outcome(s) of this project will ensure:</p> <p>Consistent service model is adopted across the region for all citizens.</p>	Quarter 4 2022/23	10%	10%	<p>There has been no progress on regional development NCC continue to work with Caerphilly County Borough Council (CCBC) to transfer cases but insufficient capacity has caused delays - currently recruiting.</p>

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed at Mid Year (30/9/22)	% of Project Completed 21/22	Commentary
	Improve the access and efficiency of the Appointeeship service for Newport citizens.				
Day Opportunities Development of Outreach service	A community based outreach model of support will be developed as a reconfiguration and expansion of the previous buildings based service	Quarter 1 22/23	75%	75%	<p>We are progressing the development of a short break service. Responsibility for PPE storage and distribution will be transferred by 31st March and notice on the home to school contract has been given and will cease at the end of the academic year.</p> <p>We are due to move out of Brynglas day centre by end of financial year. We continue to work with managed care team to identify service users that are in scope for the service.</p>
Enhanced Dementia Project	To develop a new specialist Reablement service for those suffering from dementia	Quarter 4 2022/23	25%	75%	We have submitted a bid for ICF funding to cover the cost of a 12 month pilot. We are wiring the outcome of that before further progressing.
Liberty Protection/Safeguards	To prepare for the implementation of new legislation	Quarter 4 2022/23	65%	65%	Liberty Protection Safeguards were due to be implemented in October 2020, but were delayed due to COVID-19. On 17th March 2022, the Code of Practice was issued for a 4 month consultation, as yet the implementation date is still unknown. The delay has given the opportunity to reduce / manage the waiting list, train staff to be BIA's (Best Interest Assessors) and raise awareness of the Mental Capacity Act so that the Authority, with continued work, will be better prepared for implementation.

Programme / Project Title	Brief Programme / Project Overview	Anticipated Programme / Project Completion Date	% of Project Completed at Mid Year (30/9/22)	% of Project Completed 21/22	Commentary
Implementation of the new WG performance framework	To fully implement the procedures and protocols to ensure full compliance with the Welsh Government Performance Framework that is a statutory reporting requirement	Quarter 4 2021/22	25%	C	The system is now stable and all end of year performance figures are available. System performance continues to be monitored locally, regionally and nationally.

Workforce Planning

To support the delivery of the Service Plan and Corporate Plan objectives, service areas in collaboration with the Council's Human Resources team have identified three key actions to improve the capacity and capability of its workforce in 2021/22

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
Create a working group to review key Job Descriptions across Adult & Community Services	Ensure consistency across key roles and responsibilities in Adult Services.	1 st April 2021	31 st March 2023	20%	This work is being completed as vacancies arise. There is currently insufficient capacity to undertake this task on a service wide basis.
Identify partners and deliver training to key staff members and social services as a whole on new DOLS legislation.	Improve the knowledge and understanding to ensure compliance with new legislation.	1 st April 2021	31 st March 2023	65%	The regional MCA LA and the ABUHB leads have been providing awareness training to carers, health & social care staff and provider & third sector services. Funding from Welsh Government has given 2 leads within the social work teams to provide a practice educator service to staff. This has been to raise awareness of MCA and provide practical support to complete capacity and Best Interest assessments. On 17 March, the draft code of practice was issued with a 4 month consultation period, so the emphasis now is to enable as many groups

Action	Outcome(s) of Action	Action Start Date	Anticipated Completion Date	% of Action completed	Commentary
					as possible to understand and comment on this code.
Examine career pathways and structures throughout Adult and Community Services.	Improve resilience and provide career pathways across Adult Services.	1 st April 2021	31 st March 2023	15%	No change at the end of the financial year but a new management team will require a review of resource and structure during 2022/23.

Objectives and Action Update (31st March 2022)

This is an update on the progress against service objectives and actions to the end of quarter 4 (31st March 2022). The tables below also include the RAG status and % completion reported at the Mid-Year Review point. A link to the report can be found [here](#).

Objective 1 – Early Intervention and Prevention							
Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	Integration of the Frailty service into the First Contact Team will improve the signposting and access to services by Newport citizens. This will also reduce the number of single points of access and improve the efficiency of the service. The service will also improve its resilience to service demand pressures and ensure an integrated approach is provided to citizens.	1 st April 2019	31 st March 2023	80%	80%	Two day Care Aims training has been completed by all staff and model to be implemented. Information Advice and Assistance HUB has been re-established at the Civic centre for Adult services following an extended period of working from home. Many new staff members have been recruited and completing robust Inductions Referral processing officers have been piloted and to be made a permanent role in the Service.
2	Development of a regional approach for service users to access and use the Direct Payments service.	This supports the delivery of the Direct Payments project and will deliver: Consistent service model adopted across the region. Improve the future resilience of the service model for Newport citizens, And Ensure individuals are able to have greater independence and tailored support that meets their needs.	1 st April 2020	31 st March 2022	75%	C	There are been agreement by Head of Services regarding the Lead Local Authority to take this work forward. Torfaen will take this work stream forward and are currently recruiting a Lead worker for this project to gain momentum. Once the Lead is in place the project will start on the areas agreed for regional development.

Objective 2 – Integrated working across Health and Social Care

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	Through collaboration with the Health Board and partners we will be able to: Prevent admission. To build further on early planning for discharge to prevent avoidable delays. Manage patients through the pathways more effectively. The opening of the new Grange University Hospital has impacted existing processes and ongoing review and development is required to ensure full integration	1 st April 2019	31 st March 2023	50%	C	Home First has effectively integrated within the hospital discharge process across the three key sites within the Gwent Region. The service has become embedded within the Grange University Hospital and provides a critical service to support discharge at the earliest opportunity. Due to the complexities and continuous challenges within the hospital discharge pathways, Home First continues to be part of ongoing discussions with key stakeholders to develop and expand the service. It continues to focus on improving the patient experience and ensuring that the outcome for an individual is at the centre of the discharge process.
2	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood. Enable integration of key Council, health and partners to support young people through the transition process. Enable early planning and involvement with young people, their families and/or carers to support them throughout the transition process.	1 st April 2020	31 st March 2023	70%	70%	The collaborative work between the NCN and Childrens Services was evidenced in setting up a small group for young people to attend sessions at Able Radio, a specialist service which enables young people with learning disabilities to develop their skills in the use of media. The group has gelled really well, and plans are underway for the young people to move together into a new supported living service in Q1 2022-23.

Objective 3- Commissioning

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	Develop a regional Appointeeship service through collaboration with other local authorities and partners.	<p>The outcome(s) of this action will ensure: Consistent service model is adopted across the region for all citizens.</p> <p>Improve the access and efficiency of the Appointeeship service for Newport citizens.</p>	1 st April 2019	31 st March 2022	10%	10%	There has been no progress on regional development NCC continue to work with CCBC to transfer cases, but insufficient capacity has caused delays - currently recruiting.
2	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services.	<p>Ensure young people are able to have tailored support that will maximise their opportunities to achieve independence into adulthood.</p> <p>Enable integration of key Council, health and partners to support young people through the transition process.</p> <p>Enable early planning and involvement with young people, their families and/or carers to support them</p>	1 st April 2020	31 st March 2023	50%	60%	A cornerstone of the Independent Living Strategy is to improve the diversity and range of services available to adults with learning disabilities. During Q4 2021-22, Adult Services re-tendered the framework for providers of community opportunities for adults with learning disabilities. Social Work Teams were engaged with this process and are represented on the evaluation panel. The panel arranged a number of provider events to inform providers about the process. This also enabled us to encourage providers to reflect on their experience of operating during the COVID-19 pandemic and to think about how their services may need to be re-modelled for the future.

Objective 3- Commissioning

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
Page 620		throughout the transition process.					<p>Meetings between Social Workers and the Commissioning Team were held during Q4 to discuss the current and future accommodation needs of adults with learning disabilities. As well as sharing information on short-term placement requirements, we are working on long-term developments. ICF funding has been secured to develop bespoke accommodation on Pobl development at Loftus Garden Village. The NCN teams have a list of individuals with learning disabilities who are potential referrals to the service which will support 7 people. Childrens Services are represented at these planning meetings, which helps promote a smooth transition to Adult Services. Another important aspect of this strand of work is that it not only identifies what type of services are required, it also helps to identify what types of services are not required. Providers often make unsolicited or speculative approaches to the teams on services that they can offer, which makes it very important that we continue to discuss service needs in the proper forum.</p>

Objective 3- Commissioning

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
3	Day opportunities- Development if outreach service	To ensure flexibility in the offer of community based support across client groups.	1 st April 2021	31 st March 2022	75%	75%	We are progressing the development of a short break service. Responsibility for PPE storage and distribution will be transferred by 31 march and notice on the home to school contract has been given and will cease at the end of the academic year. We are due to move out of Brynglas day centre by end of financial year. We continue to work with managed care team to identify service users that are in scope for the service.
Page 621	Development of Reablement Dementia Services	To ensure those with Dementia have access to a specialist service to maintain and improve independence after a hospital stay	1 st April 2020	31 st March 2022	25%	75%	We have submitted a bid for ICF funding to cover the cost of a 12 month pilot. We are wiring the outcome of that before further progressing.
5	Implementation of the new Welsh Government performance Framework.	To ensure NCC can fulfil its statutory requirement to report to Welsh Government on activity across adults and children's services.	1 st April 2021	31 st March 2022	C	N/A	The work on this is now completed. There may be some changes required as we monitor recording processes.

Objective 3- Commissioning

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
6	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	Will provide an understanding of the impact that Covid 19 has had on the social care sector and service users in Newport. The outcomes of this work will determine the future market offer to ensure service users receive high quality and sustainable care and support packages that enables healthy independent living.	1 st April 2021	31 st March 2023	20%	20%	The staffing issues caused by short and long term Covid related absences have improved but the ongoing recruitment and retention issues affecting the whole of the social care workforce predate Covid and whilst universally recognised, remain unresolved. The national economic position is a further risk to service sustainability.

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Objective 4- Carers

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To continue to develop the Newport Carers Network to facilitate engagement and opportunities to provide special information.	The delivery of this action will enable Adult Services to support carers and provide integrated support that will prevent carer breakdown.	1 st April 2019	31 st March 2022	90%	C	Carer friendly accreditation submission completed and ready to be assessed at panel in May Carers week preparation nearing completion and ready to launch Carers figures have increased. Additional resources given to address the timely contact for people requesting Carers Assessment.

Objective 4- Carers

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
2	To develop a revised service offer for young carers in partnership with Barnardo's.	Ensure young carers are able to be signposted and access the service(s) they need. Involvement of carers to ensure their financial, physical and emotional wellbeing is supported throughout, Enable integrated support for all carers by the Council, health, third sector and charities.	1 st April 2020	31 st March 2022	75%	C	Young Carers offer co-produced with Young carers and Barnardos. Offer completed and launched January 2022.

Objective 5- Safeguarding

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
1	To implement the change in Mental Capacity Legislation specifically in relation to Deprivation of Liberty Safeguards (DOLS) to the new legislation of Liberty Protection Safeguards (LPS) Implementation rescheduled from Oct 2020, to April 2022 due to pandemic pressures.	The Mental Capacity Act requires the Council to implement the deprivation and Liberty Protection Safeguards for Newport citizens. The delivery of this action will ensure the Council's processes meet these new legislative requirements.	1 st April 2020	31 st March 2022	65%	65%	<p>The ongoing delays with the consultation of the Code of Practice for LPS are still on-going and no firm date for implementation decided.</p> <p>Workforce have attended required training to embed the Mental Capacity Act across both adult and children services.</p> <p>Next steps will be the internal, regional and National processes to be agreed once the Code of practice is agreed.</p> <p>Latest provisional date to go live is April 2023.</p>
2	To continue to support and empower citizens through the adult safeguarding process.	The delivery of this action will ensure all Newport Citizens, Partners, Council Members and Officers are able to raise safeguarding concerns and issues and have confidence that these are investigated in accordance with the Social Services and Wellbeing Act.	1 st April 2019	30 th June 2021	C	N/A	Continued to improve and is now standard practice for all adult safeguarding referrals. Standard part of training for all practitioners in safeguarding.

Objective 5- Safeguarding

Action No.	Action Description	Action Outcome(s)	Start Date	Anticipated Completion Date	Q2 % Action Completed	Q4 % Action Completed	Action Commentary
2.1	To provide training and liaise awareness of the new Liberty Protection Safeguards for all practitioners and officers.	The delivery of this action will ensure practitioners and officers are aware of their role and responsibilities under the new LPS legislation. This will also prevent non-compliance with the new legislation.	1 st April 2021	31 st March 2022	C	N/A	The training is available across the council and will be part of the ongoing training portfolio for adult and children services .
Page 625	Preparation for the implementation of the Liberty Protection Safeguards in April 2022.	Ensure Adult Services, NCC and partners are prepared and ready to implement the new legislation from April 2022.	1 st April 2021	31 st March 2022	80%	80%	<p>The ongoing delays with the consultation of the Code of Practice for LPS are still on-going and no firm date for implementation decided.</p> <p>Workforce have attended required training to embed the Mental Capacity Act across both adult and children services.</p> <p>Next steps will be the internal, regional and National processes to be agreed once the Code of practice is agreed.</p> <p>Latest provisional date to go live is April 2023.</p>

Performance Measures (31st March 2022)

This is an update on the quarterly, half-yearly and annual performance measures for the service area to 31st March 2022. The Performance reported in the table below is also compared to the last four years (where data is available). Commentary is provided for all red and amber measures and discretionary for Green measures.

The performance measures used in Adult Services are based upon the Welsh Government '*Performance and Improvement Framework for Social Services*' guidance which was introduced in 2020/21. As there is new methodology and requirements under the Framework, performance comparisons have not been provided between 2017/18 and 2019/20.

For the performance measures reported in the table below, targets have not been set against them as the Council does not have any control over the people presented to them throughout the year. Previous years performance data is provided to enable comparison against previous financial year's performance.

Performance Measure	2021/22 Actual Performance	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance
National (AD/002) – The number of contacts received by Adult Services where advice and assistance was provided during the year	5,681	1,718	No Data	No Data	No Data
National (AD/004) – The number of new assessments completed for adults during the year	1,444	1,538	No Data	No Data	No Data
National (AD/006b) – The active offer of Welsh was accepted	1	0	No Data	No Data	No Data
National (AD/010) – The total number of packages of reablement completed during the year	601	583	No Data	No Data	No Data
National (AD/011a) – The number packages of reablement completed during the year that reduced the need for support	24	43	No Data	No Data	No Data
National (AD/011b) – The number of packages of reablement completed during the year that maintained the need for the same level of support.	62	95	No Data	No Data	No Data
National (AD/011c) – The number of packages of reablement completed during the year that mitigated the need for support.	484	409	No Data	No Data	No Data
National (AD/011d) – The number of packages of reablement completed during the year that increased the need for support	31	43	No Data	No Data	No Data
National (AD/012) – The number of adults with a care and support plan as at 31 st March.	1,940	1,861	No Data	No Data	No Data
National (AD/013) – The total number of adults with eligible needs for care and support maintained by Direct Payments at 31 st March	94	93	No Data	No Data	No Data

Performance Measure	2021/22 Actual Performance	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance	2017/18 Actual Performance
National (AD/022) – The total number of reports of adults suspected of being at risk where it is necessary for enquiries to be made.	783	648	No Data	No Data	No Data
National (AD/023) - The Number of adult protection enquiries completed within 7 days from the receipt of the reported alleged abuse.	745	636	No Data	No Data	No Data

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Corporate Safeguarding Annual Report



Scrutiny

Part 1

Date:

Subject Corporate Safeguarding Annual Report

Purpose For Scrutiny Members to scrutinise and make comments and recommendations on the Corporate Safeguarding Annual Report

Proposal

- To present an updated corporate safeguarding report, which monitors, scrutinises and objectively plans on the theme of “*safeguarding*” being fundamentally embedded within all aspects of council services, functions and duties.
- To provide Scrutiny with essential and key information to allow effective scrutiny of the Councils’ safeguarding practice.
- To update Scrutiny on the work undertaken to improve arrangements for safeguarding and protecting children and adults who require specific Council services and to ensure that these arrangements are effective.
- To scrutinise and review the progress of “safeguarding” being embedded within Council services, and to scrutinise and review the effectiveness of the proposed work plan for corporate safeguarding arrangements.

Author Head of Corporate Safeguarding

Ward City wide

Summary This is the fifth review of the annual corporate safeguarding report. Further revisions to the format and data presented within this annual report have been made and it is anticipated that due to further work with partner agencies such as the Gwent Safeguarding Board and advice from Welsh Government, a final version of the report model presented for Scrutiny will be agreed within the next two years.

There is a new Head of Corporate Safeguarding. This portfolio now sits with Finn Madell who came into post in January 2022. Respecting the wishes of the committee to provide only streamlined and targeted information within the report (February 2021), revisions to the format and data presented have been made to this report. Therefore the changes are as follows;

- Safeguarding team specific plans are no longer reported, only where key issues are identified will these be shared with members for their scrutiny.
- The following report structure will be presented:
 - Scrutiny Recommendations (from previous reporting year)
 - Safeguarding Training Data and outcomes
 - Developments this year, including a review of the Corporate Safeguarding Work Plan
 - Key data for Safeguarding
 - Annual Review of Newport City Council Corporate Safeguarding Self -Assessment Audit (New 2021)
 - Future Work, Areas of stress/ risk, and Recommendations
 - Corporate Safeguarding Work Plan (Current/ Future Year)
 - Resource Implications
- Scrutiny have previously been advised of the new and increased number of Quality Standards (Key Performance Indicators) associated with 'Safeguarding' required to be reported to Welsh Government from April 2021 (from 3 to 26). As scrutiny of that data remains the responsibility of Scrutiny for the Annual Director's Report for Social Services, there is no expectation on members of this group to formally comment on the data however, where possible, a selection of this data has been shared for context purposes when considering how effective safeguarding performance is being achieved within Council services.

Action by Head of Corporate Safeguarding

Timetable Immediate

This report was prepared after consultation with:

- Service Managers
- Heads of Service

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9.	Resource Implications (Employment and Financial)

1.**1.1 Legislation**

The implementation of the Social Services and Well-Being (Wales) Act 2014 there has been both a cultural and practice change required from Adult and Children's Services in order for the local authority to be compliant with the new legislation, moving away from the traditional models of providing social care services to one which 'promotes the wellbeing of people and carers who need care and/or support'. The Act provides opportunity for innovation and positive change and certainly focusses on the "Well-being" of our citizens.

One of the most significant changes from a safeguarding perspective is the definition of an "adult at risk" and the legal duty to report where there are concerns identified for either a child or adult. This legal duty to report is of significance and clearly illustrates how safeguarding is everybody's business, hence the establishment of a corporate safeguarding report of this nature to assure members of the pro-active arrangements which the local authority are under taking in safeguarding provisions and service planning. The data within the report continues to evidence a rise in referrals to all front door pathways. The rise relates to better communication with and reporting from health partners, provider agencies and our own social work teams, therefore, the rise in referrals is suggestive of a more robust system which protects our citizens and again is a positive improvement in respect of safeguarding practices within Newport.

Newport City Council remains an active member of the "Gwent Safeguarding Board", which is an amalgamation of the two former specific regional boards. Newport continue to host the regional Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) team and work closely with the regional Partnership Board (VAWDASVB).

Newport officers are involved at all levels of the work of the boards. Heads of Children and Adult services are members at both Board's, the Head of Corporate Safeguarding for Newport chairs the Business Planning meeting for both boards and also chairs the local safeguarding network meetings in Newport. The local safeguarding practitioner network meet in Newport bi monthly and is attended by all partner agencies working across Newport for Adults, Children and specialist services. The local safeguarding network also arranges 2 practitioner events per year, which is open to all practitioners in Newport. The events update practitioners on all local and regional developments such as learning/messages from Child/Adult practice reviews, new services and local developments, as well as introducing updated policies and/or procedures. There is a National Independent Safeguarding Board which will work alongside the regional boards to secure improvements in safeguarding policy and practice throughout Wales. All regional boards have duties and responsibilities to submit information to the National Independent Safeguarding Board.

Members were advised in the previous report of the Children Wales Act (2020). The Act is to help protect children's rights by prohibiting the physical punishment of children by parents and those acting in loco parentis within Wales, including visitors to Wales. In doing so, children in Wales now have the same legal protection from physical punishment as adults. In practice this might typically involve a smack given as a telling-off to a child (whether on the child's bottom, legs or other part of the body). The definition is not limited to smacking. A case where a parent shook a child, or poked a child in the chest or pulled their hair, as a punishment for perceived wrong-doing, for instance, will also be caught. The change brought clear duties on local authorities to ensure that not only practice is in place to manage and support citizens in relation to these changes but also in relation to our recording/ reporting duties being in place in advance (safeguarding specific quality performance indicators). The NCC performance team ensured that the new reporting requirements are built into the WCCIS system to capture the required data in relation to this required data; eg:

CH/ 005a Of those contacts received during the year: The number where physical punishment by a parent or care was a factor
 CH/ 005b The number where physical punishment by a parent or carer was the only factor

1.2 Scrutiny Recommendations (2020/2021)

Scrutiny requested that some Freedom Of Information requests are put onto the website so that the team do not have to do the work twice when receiving similar queries from journalists and the public. This recommendation has been duly noted and will form a wider workstream around the Digital Strategy Process. This is will be a priority area of work with a devised programme of implementation to evidence transparency and to make the best use of the digital technology offer Newport has available.

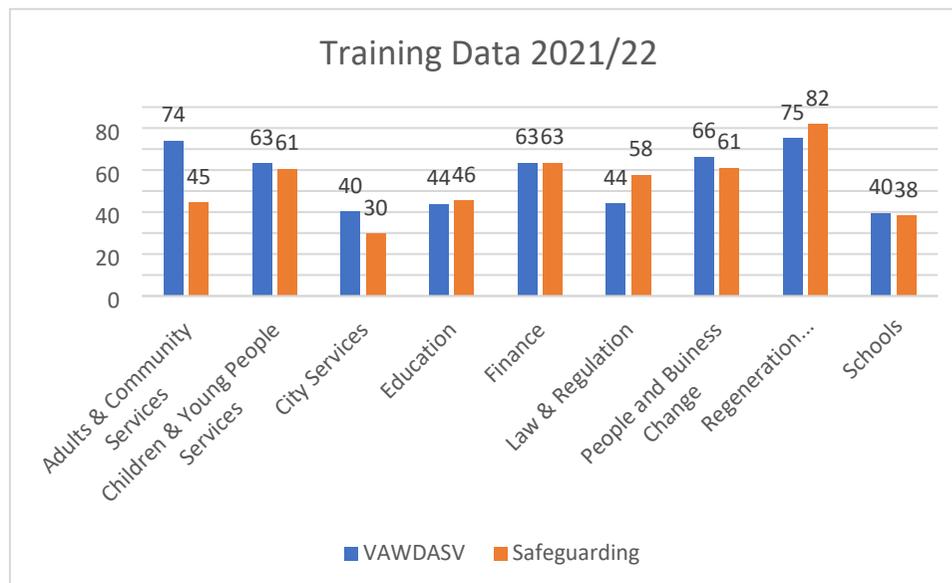
Scrutiny requested more clarity in signposting for the Transparency page, and that the Transparency page is more consistently updated with information. This action is covered above. There will be a program devised to look at how digital technology can reflect the work.

Members of Committee expressed a desire to review the design and usage of the website at some point. This recommendation is a priority and will be part of an implementation plan linked to the revised website from September 2022

2. Safeguarding Training Data and Outcomes

- 2.1** Compliance rates with Mandatory Safeguarding Training for ALL employees, as well as elected members and volunteers, remains low this year. There are 3 specific mandatory courses with associated regulatory requirements for council employees to complete, these are the General Data Protection Regulations Training (GDPR); Violence against Women, Domestic Abuse and Sexual Violence and “Safeguarding Involves Us All- Awareness Training”.
- 2.2** It is important to continue to stress that there are mitigating factors for training figures being low in this period which must be taken into account. These factors have also been given due regard by regulatory bodies as they have not issued fines/ regulatory actions during this period, however, this continued acceptance will rightly not be continually extended. The Covid-19 pandemic has impacted on many of the workforce itself being affected in some way (directly with caring responsibilities; in shielding; family losses; illness and so on) resulting in their work patterns changing and reducing the number of staff physically working over the period. The pandemic has prevented the opportunity to provide face to face learning resulting with a number of service areas being unable to access the mandatory training as they have limited/ no e-learning opportunity. It is to be noted that the circumstances have prompted positive consideration to training delivery and how these can be more accessible and flexible.
- 2.3** The “Safeguarding Involves Us All- Awareness Training” e-learning module was launched in May 2020. Face to face sessions have not been deliverable to date due to the pandemic but creation of a training schedule will commence from September 2022. National Safeguarding weeks in November 2020 and 2021 were used to promote the mandatory requirement by a campaign utilising staff communications such as newsletters, bulletins and announcements. The Safeguarding Champions have continued to provide targeted communications to their service area, including informing team managers of those who cannot access staff intranet facilities e.g. some school staff.

2.4

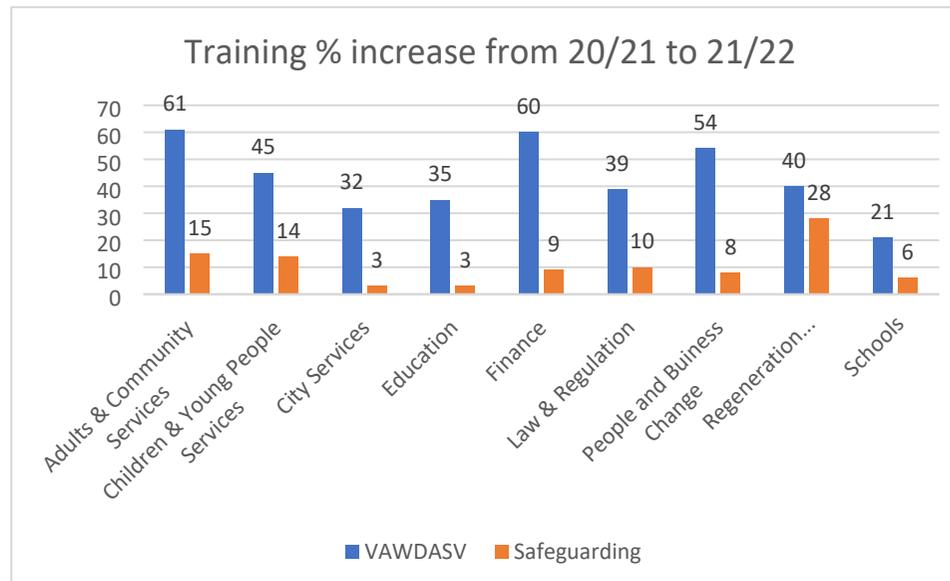


The data table at 2.4 shows the completion of the two of the mandatory courses for e-learning only as a % for the service area workforce. 20/21 data demonstrated that the campaign for the Safeguarding course had a significant impact on the uptake of course completion. There has been an 8% completion increase over the course of the following year which is below desired completion. Following the review of this annual data capture, an action is to evaluate how to target those services areas with lowest completion rates, with quarterly reviews while continuing to seek the ambitious 90% completion rate across all services with campaigns.

**2021/2022 E-Learning Information Security Training
(Via Teams) by staff number**

Adult and Children Services (combined) 167
 City Services 26
 Education 76
 Finance 18
 Law & Regulation 60
 People & Business Change 23
 Regeneration Investment & Housing 67
Total = 437

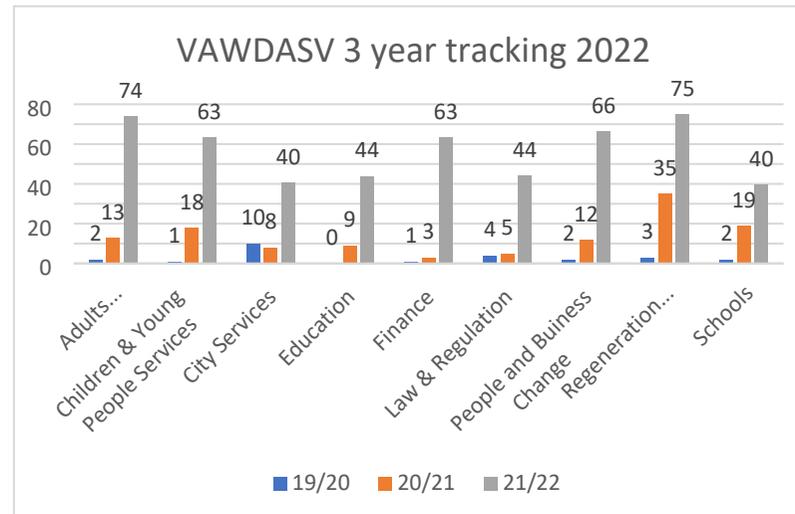
The Information Management Training completion reflects the positive impact the launch made in 2020/21 and demonstrates a lower completion rate for 2021/22 across service areas. The team however deliver the training via several methods, have increased their face to face and teams training programme and participant numbers. This provides flexibility and availability for staff to complete their training. Information Management also recommends as part of policy that if a data breach is made, the staff members involved attend a Teams or face to face session within the next quarter, as part of constructive action.



Overall compliance for the entire workforce for both courses is at 46%. It is to be noted that there has been a large percentage increase in relation to the VAWDASV e-learning module completion across all service areas. This evidences that the campaign during National Safeguarding week, prompting VAWDASV and bulletin to Safeguarding Champions had impact. VAWDASV was specifically emphasised, due to Newport Local Authority returning the lowest rates across Gwent Local Authorities, Aneurin Bevan Health Board and emergency services in the previous years.

From the Safeguarding Champion’s work, the Safeguarding team are aware of which service areas require in-person training and these sessions will be launched as part of the September schedule. In lieu of the training, those team managers have been asked to remind their remote workers of their corporate responsibilities for safeguarding, where the safeguarding polices can be accessed and the name of their Safeguarding Champion if they have any questions. City Services have highlighted to the Safeguarding team that they require in person sessions to reach all remote workers and staff with limited access to IT equipment during their working day, this is an area addressed through the self-assessment audit feedback and work plan (2021/2022).

2.5 The data at 2.5 shows the participation rates across the last 3 years for the e-learning module only. The current requirement for the VAWDASV training is to complete the course once. The training is delivered via in person sessions but is not reflected here. The data reflects that the campaign in 2021 did influence the uptake/ completion of the VAWDASV training in all service areas across the council significantly, however, the compliancy rate for the course is still below the 90% expectation.



The VAWDASV team have stated that their specialist additional training has had a low update across 2021/22 period however there was attendance by Newport employees to all courses offered, with 26 people completing the Ask and Act Group 2 sessions.

Specialist Syllabus Training

Understanding Domestic Abuse and Coercive Control – 3
Risk and MARAC – 7
Domestic abuse and the Affect on Children and Young People – 8
Understanding Sexual Violence – 6
Understanding Perpetrators – 5
Understanding HBA, FM and FGM – 4
Understanding and Working With Male Victims – 2
Vicarious Trauma and Wellbeing – 4
Perpetrators in the Workplace – 1
Trauma bonding – 1
Sexuality and Gender Diversity Awareness – 1
Neurodiversity and Trauma – 2

National Training Framework

Ask and Act Group 2 – 26
Ask and Act Group 3 – 3

- 2.6** This continued trend in the low uptake in mandatory training across the workforce requires collective oversight by the council. Regulatory bodies have accepted mitigating factors to date and there have been improvements seen across the service areas for some courses, however, the council requires a corporate steer from People and Business Change to ensure that “Mandatory Safeguarding Training” is completed for all new starters and current employees which is formally tracked and appropriate review/ action taken when not complied with. Colleagues from within People and Business Change are able to reassure that the ‘on boarding’ process of completing all mandatory training for every new starter, including volunteers is now in place.
- 2.7** As part of the training schedule under construction for a September 2022 launch, a review of the Safeguarding Involves Us All e-learning module will be made. This will include creating a revised version to prevent duplication with the Welsh Government module within the All Wales Basic Safeguarding Training pack, which is a single consistent safeguarding training module launched for public and voluntary sector staff across Wales in November 2021. Newport City Council’s module will continue to include the specific policies and supporting documents to ensure employees are not only aware of their duty to be vigilant for the signs of abuse but their corporate responsibilities including duty to report and the safeguarding expectations upon them when working for the council.
- 2.8** It is therefore a strong recommendation to Members that Cabinet endorse the work plan action (2022/2023) for People and Business Change to adopt new ways of working into their priority planning for both new starters to the authority and current employees (including volunteers and members) in completing mandatory Safeguarding training in order to improve compliance rates; meet the objectives of the Council’s commitment to ensuring “Safeguarding Involves Us All”; and in ensuring fines or regulatory action are not taken by governing bodies against Newport City Council.

3 Developments this year

3.1 Volunteers/ Chaperones Register for Newport City Council

Members are advised that a mapping exercise across all Council service areas has been undertaken and a project group between the Safeguarding Unit and People and Business Change is in place to effectively manage and implement a central register of volunteers/ chaperones used across the organisation as per Welsh Audit Office recommendations (2019 inspection). The project has identified where volunteers (paid/ unpaid) and chaperones are used currently/ or potentially could be used. The current “Volunteer Policy” will then be reviewed within the next quarter and updated following the agreements relating to procedural changes made linked to the recruitment/ training/ updating of volunteers details with central HR.

3.2 Newport Safeguarding Hub update

The Newport Safeguarding Hub is the authority's 'front door' process with the co-location of Police and Social Services personnel enabling sharing of immediate information and improved and timelier decision making for safeguarding children and adults. It remains clear that the safeguarding Hub, would be further enhanced with an improved interface between Health and Education representatives which goes beyond single points of contact (SPOC). There has been a particular challenge in resourcing a greater presence. Wider partnership co-location in the hub such as the Early Intervention Team responding to PPN's (police notifications) and joint agency decision making remains effective.

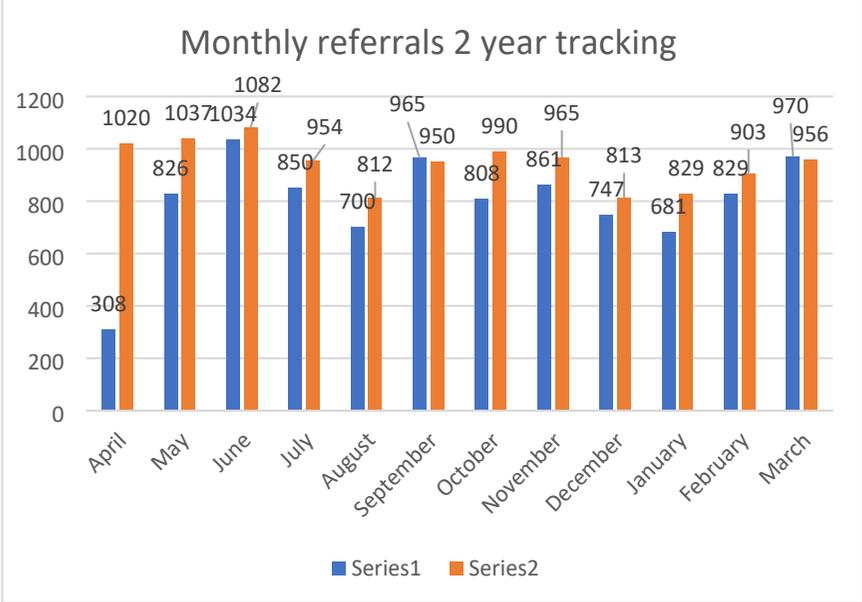
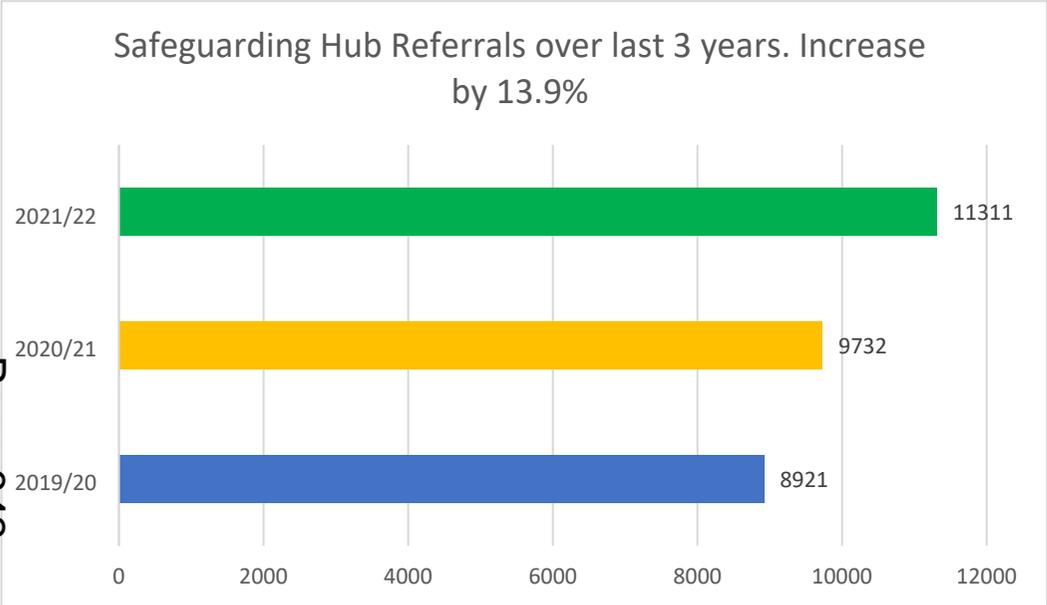
The Newport Safeguarding hub model and its successes has resulted in the model being adopted regionally. There are now 2 Safeguarding Hubs in Gwent split East and West, with the East covering Newport and Monmouthshire while the West covers Caerphilly, Torfaen and Blaenau Gwent. Although the two areas have slight differences in terms of structure, the vision of the Safeguarding Hub is the same, and that is to have Police and Children's Services co-located at the Front door to allow for timely decision making, improved quality of referrals and improved early intervention.

The "adult at risk" safeguarding pathway process is still presenting through two referral pathways through both the Safeguarding Hub and First Contact Team. The single pathway for all adults at risk (duty to enquire referrals) to be managed through one point of access and determine the initial action requires further work and remains an outstanding area of stress/ risk. This means the reliability of data still comes from two referral points and from a practice perspective the management of the process when responding to the regulatory timescales/ requirements on which team will undertake the process may be compromised. Having one streamlined process would alleviate any discrepancies. This is work in progress and an updated service proposal will be available in September.

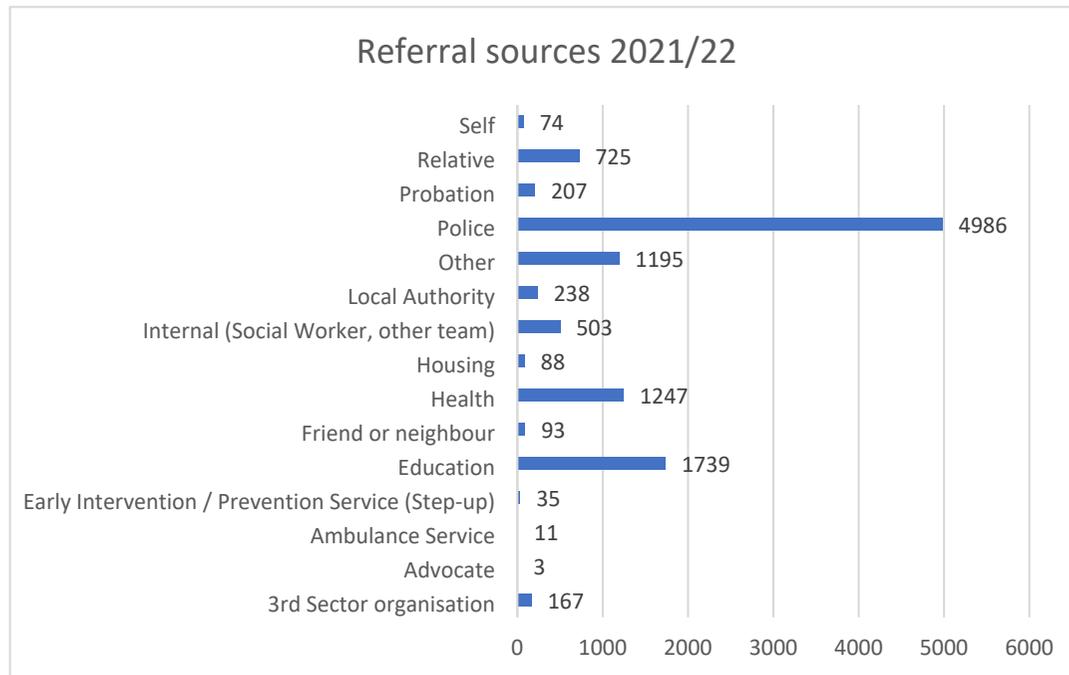
The quality measures (performance indicators) for the Newport Safeguarding Hub are now clearly the reporting responsibility of the Annual Director's Report for Social Services. However, as discussed there are safeguarding performance measures captured at The Safeguarding Hub which will be presented for Member's awareness to assure them of the authority's performance in terms of statutory responsibilities; Children's safeguarding processes (contacts/strategy discussions/ initial conferences); Adults at Risk (duty to enquire); which will be presented here. Members are also directed to Section 5 for additional Key Data for Safeguarding.

There was a significant downturn in referrals (Children’s Services) in April 2020 due to the initial pandemic lockdown, this would be expected. However, since then the number of referrals that have progressed through the Hub has accelerated and with continued acceleration across 2021/22.

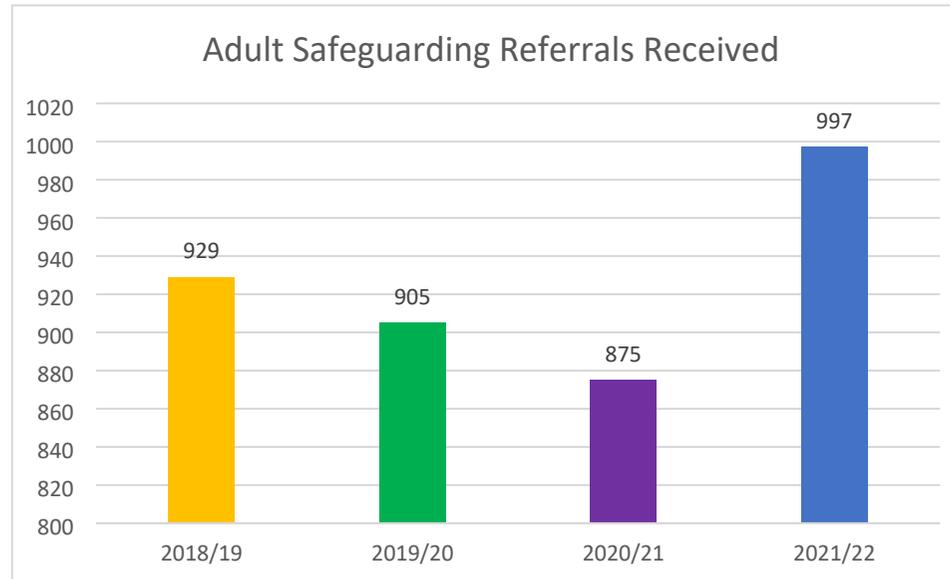
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Referrals to the Safeguarding Hub (Children’s Services) have overall increased by 13.9% compared to 2020/21. Police referrals are the most frequent referral source. The current resource provision of early intervention support with a step up- step down model via the prevention service and children’s duty team is the correct practice model in place to address the needs of families in acute stress, responding to need and escalating only those families where thresholds are appropriate. The data suggests that there are effective controls within the safeguarding HUB, that there is compliancy and effective safeguarding arrangements in terms of children’s decision making and the statutory responsibilities for timely decision making.



Total Adult Duty to Reports received	997
Total No. of Adults at risk	753
From which Adult suspected of being at risk (of the 997 DTR's 783 required enquires to be made)	783
Breakdown of non-criminal investigations	73
Breakdown of criminal investigations	67
Breakdown of ABUHB Adult Safeguarding cases **DTR cases owned by Health DLM	44



The total number of reports of an adult suspected of being at risk received in 2019/20 was 905. The trend of a 3% drop per year did not continue and 92 more referrals were received, increasing by 9.2%. It is to be noted that 753 Adults were the "victims" reported via the 997 DTR's, hence some Adults reported more than once. Health professionals and care providers accounted for 54% of the referrals, evidencing strong multiagency working.

3.3 National Referral Mechanism pilot for young people. Newport are piloting devolved decision making around the NRM referral process on behalf of The Home Office. Newport are leading on this for the Gwent region. This enables us to dovetail cases of modern slavery/trafficking/exploitation with safeguarding at a local level. This is one of ten UK pilots that will run until March 2023. It is highly likely that this devolved decision making will be a duty for all Local Authorities in the future as local responses to presenting local issues better safeguard children and young people.

4 Reviewed Annual Corporate Safeguarding Work Plan 2020/2021

What outcomes do we want to achieve? (objectives to achieve)	How will we make this happen?	When will we achieve this?	How will we know it's making a difference? (performance measures)	RAG status	Reviewed Status
<p>1. Mandatory safeguarding training compliance to be corporately addressed by People and Business Change urgently via new ways of working for both new starters to the authority (via on-boarding process) and for current employees (via I-Trent tracking and employee check ins and if necessary, capability procedures for non completion) in order to avoid fines/ regulatory action for continued non-compliance.</p>	<p>People and Business Change to ensure that Mandatory Safeguarding Training is addressed as part of their priority planning for 2021/2022.</p> <p>New starters- via on-boarding process: Project currently being reviewed by Jane Westwood (PBC April 2021)</p> <p>Current Employees- via I-trent/ employee check-ins. Proposed by Rachael Davies (PBC April 2021)</p>	<p>Proposed for PBC to progress as a matter of urgency</p>	<p>Compliance rates for mandatory safeguarding training will improve across all service areas and the council will not receive fines or regulatory action.</p> <p>The council will be able to easily track compliance with mandatory training and address with service areas where there are issues with low up take and identify if barriers exist and address these swiftly.</p> <p>Completion of mandatory safeguarding training for all employees will result in a work force that is aware of its duties and responsibilities.</p>	<p>RED</p>	<p>AMBER</p> <p>People and Business Change had Mandatory Safeguarding Training as part of their priority planning for 2021/2022. PBC are finalising the mandatory training booklet including safeguarding (to replace the employee version via NHS portal due to challenges of access/IT skills).</p> <p>The onboarding process is in place where the mandatory training is to be completed. Further structures need to be in place to review impact of onboarding process and regular re-training schedule monitoring.</p> <p>Work within I-Trent ongoing.</p>
<p>2. Re- Launch e-learning basic safeguarding training for ALL employees and</p>	<p>- E-learning side of module successfully launched; implementation of face to face (F2F) facilitation to be established</p>	<p>- F2F training date tbd in relation to endemic situation</p>	<p>All new employees will have completed basic safeguarding awareness training and know their council duties and</p>	<p>AMBER for Face to Face learning</p>	<p>AMBER</p> <p>Face to face learning schedule to launch September 2022.</p>

<p>members- ensure compliancy across all service areas within the first year for course completion is as close to target 90%</p>	<p>as soon as endemic relaxation will allow.</p>	<p>- On boarding process tbc by PBC by July 2021</p>	<p>responsibilities prior to commencing their position.</p> <p>Target completion rate of existing employees and members will be met and be up to date with basic safeguarding awareness and their council duties and responsibilities.</p> <p>This can be scrutinised and tracked through the data within the annual figures within Corporate SG report and where non-compliance is identified the service area can be challenged.</p>	<p>and on-boarding process for new starters</p>	<p>Onboarding process for new starters in place as for July 2022.</p> <p>Overall completion rate since launch is 46%.</p> <p>Revisions of the package required to reflect All Wales Basic Safeguarding Training pack from Welsh Government</p>
<p>3. Develop a corporate register of volunteers/ chaperones/ mentors (paid/ unpaid) for all Council Service areas</p>	<p>Creation of a register where Volunteers, etc. may be used within service areas and what training/ checks would be required for their role- this requires to be linked to the Volunteers Policy and then publicised; cascaded to staff through varying forums. (to be completed in collaboration with POD & training).</p>	<p>- PBC to collate the details of the current list of volunteers/ chaperones across the organisation (May 2021)</p> <p>- PBC (with support of SG Unit) to update Volunteers Policy to ensure new</p>	<p>There will be a centrally located register held by POD of all volunteers used across all council service areas. Should information be required about a volunteer (ie. their training/ safeguarding check status) then this information can be quickly accessed.</p>	<p>AMBER</p>	<p>GREEN</p> <p>The 'central register' has been set up in I-Trent (and we have populated volunteer details where they have been provided by service areas)</p> <p>Combined application form/on-boarding to capture details of any agreed volunteer (which will include sign-off that they've read and understood the mandatory training) in final stage. The</p>

		<p>processes reflect requirements and Corporate SG requirements regarding mandatory training (July 2021)</p> <p>- Campaign/ dissemination/ SG champ forum of revamped Volunteers Policy in August 2022</p>			<p>volunteer will be issued with a 'contract' setting out principles/expectations of volunteering for NCC</p> <p>Update the final version of the Policy/Guidance for Volunteers to be completed July 2022, with a planned campaign of promotion across Council to ensure managers are signposting their volunteers to complete all our processes</p> <p>An item on the council jobs page to ask any speculative enquiry about volunteering for NCC so PBC can review and send to relevant service area for consideration</p>
4. Develop a tiered safeguarding training framework for all roles across the organisation (including volunteers) to be clear on the level of safeguarding training and safeguarding check they must have in order to undertake their role	Early stages of the project with Social Services training department, identifying roles within services areas. Collaboration with POD is being arranged to develop this project.	Arrange project meeting with Safeguarding Unit; Training Department and PBC- lead officers Claire Broome (SS Training) and Lynsey Thomas (Safeguarding	There will be a clear safeguarding training framework which staff/ managers from all council service areas can access to identify what level of safeguarding training is required for their employment role (including volunteers) to ensure compliancy in terms of safeguarding training.	AMBER due to roll over from previous work plan task	AMBER Initial project meetings held with Safeguarding Unit; Training Department and PBC- lead officers Claire Broome (SS Training) and Lynsey Thomas (Safeguarding Unit) in July and August 2021. Due staff changes and circumstance this project had been paused.

		Unit) – July 2021	This tiered training framework could also be developed as a future project to be linked to the clear review and personal development plans of employees.		Within July and August 2022, this wider project will be discussed when creating a face to face training schedule for Safeguarding training.
<p>5. Improve how “safeguarding” information is communicated externally to the citizens of Newport in order to ensure that our citizens know who to contact if they need information, advice or assistance and to promote the Council’s commitment to safeguarding by communicating essential information and highlighting where changes have or will be made (ie. legislation/ policy/ council procedures).</p> <p>“Communicating Information to Citizens about the Children-Abolition of Defence of Reasonable Punishment Law” in 2022 is</p>	Review the current Newport.gov webpages to ensure that the information is up to date/ useful/ engaging	<p>1) Content development of pages and ratification of content by CSMT by August 2021</p> <p>2) Dissemination strategy to be agreed with Comms & Marketing department upon agreement of information content IT web page content development and launch by September 2021)</p>	Citizens of Newport report that they can access information, advice and assistance and feel that the information is communicated to them clearly.	AMBER	<p>AMBER</p> <p>Content development undertaken however due to additional streamlined resources developed by the Welsh Government, how want a cross Wales approach, additional work has begun to reflect this requirement. Proposed pages will be submitted to CSMT by end of September 2022 with proposed launch of November 2022 to coincide with National Safeguarding week.</p> <p>Meetings with Comms and Marketing team to be arranged for August 2022.</p>

promoted on Newport.gov website.					
6. Child Protection Conference Process quality assurance review and audit	Audit and evaluation of the process changes and feedback from practitioners/ partners/ service users.	<p>1) Virtual conference change occurring early summer (June/ July 2021), therefore, 1st audit review within 3 months approx. October 2021</p> <p>2) Case file audit of WCCIS form development for Child Protection Conference to assure quality to coincide with virtual conference changes at 1.</p> <p>3) Practitioner/ child/ agency feedback on process changes to inform review</p>	Child Protection Conferences in Newport are a collaborative process which engage all of those participants involved, promoting the voice of the child and central to the process.	Green	<p>1) Blended Case Conferences working well with 90% parents attending the meetings face to face. Blended meeting have also helped with meeting attendance and quoracy.</p> <p>2) This is ongoing. Case Conference forms were simplified. This has led to them being completed more fully. Parents understand the form.</p> <p>3) Positive feedback on the form</p>

		and audit-findings to CSMT December 2021			
7. Campaign Promoting the role of the “Designated Safeguarding Lead/Officer” (ie. person responsible for making child/ adult at risk referrals) and the differences with the “Safeguarding Champion” for the Service Area (ie. person who disseminates information about Safeguarding and takes a corporate lead for information sharing)- it is vital employees know who to report their concerns to and that those with DSL/O responsibilities and duties have the adequate training/ resources/support to fulfil these obligations.	A clear need for a new campaign on identifying who the DSL/O is for every team in every service area is needed and ensuring that those people are adequately trained for the role/ supported and that they are known and promoted to their teams/ service areas as the person responsible for making child/adult at risk referrals.	<ul style="list-style-type: none"> - Individual service area feedback from self evaluations commencing June 2021 - SG Champions forum highlighting information (September 2021) - DSL/O Campaign September 2021 	<p>Within the 2022 annual corporate safeguarding self assessments there will be a more informed knowledge base and response across the entire service area that it is the role of the “DSL/O” as the person who makes child/ adult at risk referrals.</p> <p>Improved knowledge across all service areas in safeguarding terminology/ language.</p> <p>Every employee knows who to report their concerns to if they have concerns for a child or adult at risk and the names of designated safeguarding leads/ officers are known/ displayed amongst teams/ departments.</p>	GREEN	GREEN Safeguarding Champions to be addressed by directorates due to staffing changes
8. Liberty Protection Safeguard training across Newport adult and children services		Regional consortium training calendar tbc	Adequately skilled workforce who have received the specialised regional training who are able to adapt to the	GREEN	GREEN Completed within Adult Services, with new starters

prior to regulation changes in 2022			transition from DoLs to LPS when it is applied in 2022. (No date set for implementation yet due to consultation of the new Code of Practice to be completed across the UK, possibly 2023)		receiving the support for adaption from DoLs to LPS.
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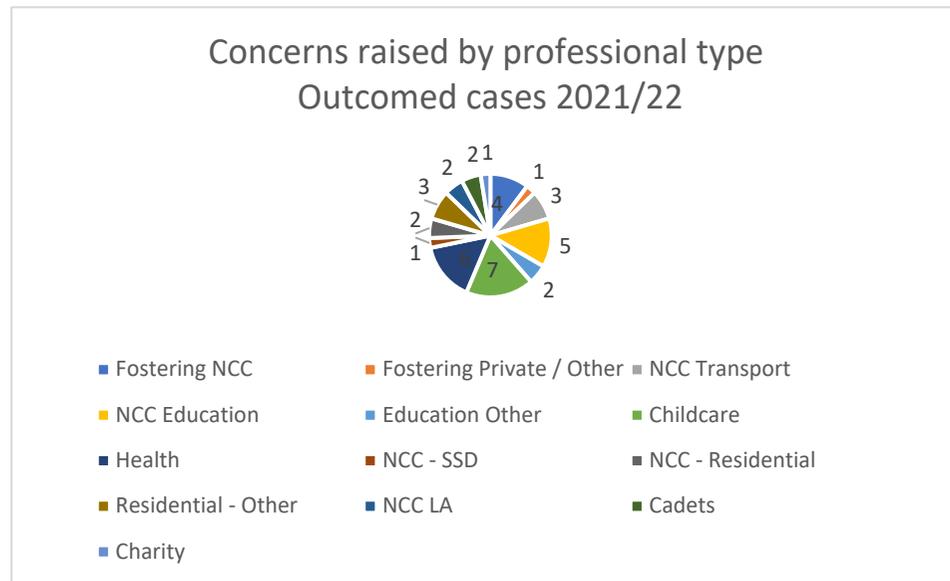
5 Key Data for Safeguarding

5.1 This section comprises the data required. Thus Members will be routinely provided with the performance data regarding referrals to the Local Authority Designated Officer (DOS/LADO); the performance figures provided to Welsh Government relating to the number of children named on Newport’s Child Protection Register as at 31st March each year; the number of children “looked after” as at 31st March and the number of children accommodated during the course of the year. The adults at risk (duty to enquire) statistics and reporting in relation to child assessment through to child protection processes will also be routinely provided.

5.2 Professional concerns

	Total PSM (Cases)	Substantiated	Un-substantiated	Unfounded	Deliberately invented or malicious	Threshold not met / Awaiting outcome
2019	93	33	22	5	0	40
2020	90	22	17	10	0	51
2021	81	31	11	5	1	52

	Total PSM (Cases)	Substantiated	Un-substantiated	Unfounded	Deliberately invented or malicious	Threshold not met / Awaiting outcome
2019	93	33	22	5	0	40
2020	90	22	17	10	0	51
2021	81	31	11	5	1	52



The table and graph at 5.2 provide data on the number of professional strategy meetings convened by the LADO, their outcomes, and the referral sources over the past 3 years. Members are advised that there has been a change in the outcome category introduced by the Wales

Safeguarding Procedures. Thus malicious and demonstrably false are no longer used and a new category, “deliberately invented or malicious”, has been introduced from 2020.

There has been no significant trend or concern identified within the professional strategy meetings (professional concerns) occurring within this period. Processes are in place and are well controlled.

5.3 The number of children named on Newport’s Child Protection Register as at 5.7.22 was 143.

Members are advised this is a low/medium average with other Gwent Local Authorities. There is a continued commitment to collaborative working with families and risk reduction.

5.4 The number of children “looked after” as at 5.7.22 was 341, a reduction from 376 previously.

The number of children who ceased to be “looked after” rose by 28 during the course of the year from 92 to 120. Members are reminded that ceasing “Child Looked After” status can be favourable for a number of reasons including “Turned 18 years old and continuing to live with foster parent/s in a ‘When I Am Ready arrangement’; Adoption; returned home to live with parents, relatives, or other person with parental responsibility (not under a residence order or special guardianship order); Special guardianship order made to former foster carers; Transferred To Care Of Adult Social Services).

Comparatively to last year’s Child Looked After figures there has been a reduction. The per 10,000 rate of children who are looked after continues to be the lowest in Gwent and below the Wales average. The number of Unaccompanied Asylum Seeking Children has increased by 66% and this continues to distort the number of children who are looked after in Newport. Significant work with our early intervention and prevention services to support families to stay together anticipates a further drive in safely reducing the child looked after population and returning “out of authority” placements to in-house provisions. Newport continues to develop our in house residential services working on at a Gwent level to increase emergency provision. Newport has a short breaks home for children with disabilities, 3 x four bed children’s home which also have 1 emergency bed available for up to 6 weeks. There is also a smaller home which accommodates one young person. Newport is developing, in partnership with health, a 4 bed regional children’s home which is short term provision to step down or prevention escalation for those children with high level emotional/behavioural needs. Newport is also developing regional emergency accommodation, 4 annexes that can accommodate 1 or 2 children depending on need. Newport has approximately 130 foster carers. Newport’s children placed with private fostering numbers continue to decrease as the teams work hard to return children to Newport or prevent them from leaving by providing

alternative care. The Programme for Government elimination of profit agenda has had a significant impact on external private providers and will mean that Newport will need to continue to build in house provision and plan to return children from private provision.

6 Annual Review of Newport City Council Corporate Safeguarding Self -Assessment Audit

6.1 Review period

We are reviewing the self assessment tool following the issuing of the Welsh Government guidance on Corporate Safeguarding. We are working Gwent wide with Safeguarding Service Manager counterparts to merge existing forms to reflect the shared issues. This will enable benchmarking and commonality of approach. We are including the audit recommendations into this work. We have met collectively and have another date to further look at this in September. In Newport, we are keen to establish a reporting cycle for corporate Safeguarding to ensure that all colleagues are aware of the timescales for Case file audits, Safeguarding Self Assessments and the annual report. This was significantly impacted by the Covid-19 pandemic.

6.2 Quality of returns

Service areas have returned self assessments with various approaches. It has been useful to capture positive practices that are already fully embedded across the council. The process has highlighted to managers areas of improvement to refine safeguarding practices for their staff and the citizen who use their services. The method of completion was varied and resulted in different quality returns. Corporate Safeguarding will need to provide tailored support and guidance for the next completion of returns, to ensure there is deep level of scrutiny across all teams, to gain accurate insight and to help improve practices. Individual feedback with specific goals for each service area will be provided by September 2022. Corporate Safeguarding have plans to work in partnership with the Gwent Safeguarding Board and neighbouring local authorities to create a South East Wales regional self-assessment tool for safeguarding. This will enable common themes and gaps to be identified and tackled across the region as well as sharing good practice.

6.3 Themes per Standard

Standard 1 Policy & Practice (Robust) How robust are your safeguarding practices in your service area?

Strengths

All service areas report they utilise the suite of corporate safeguarding policies, including the Safer Recruitment process and recognise the responsibility for the associated training for all employees to be completed. Services were able to reference specific service area policies that relate to safeguarding, which further evidence a commitment to embedding these within their

processes. Service areas were able to clearly respond to questions regarding checks and volunteers, demonstrating an understanding of each topic.

Actions

Training – All areas are aware of the mandatory requirement of the training packages for all employees. Service areas confirmed that the onboarding process for new starters ensured applicable staff completed the courses in the first stages of employment. Tracking training and refresher completion of existing colleagues is an improvement most service areas identify. Managers are keen to address training gaps during team meetings or supervisions, to ensure safeguarding is prioritised and monitored regularly. Suggestions included regular reports for each service area to be issued by the training host or integrating training records and reminders with iTrent.

Actions: Delivery of in person training to be arranged as a priority for employee's who have limited access to e-learning packages. Training tracking to be discussed with HR partners and implemented.

DBS Checks – Service areas reported DBS checks are completed for roles where regulated activity occurs.

Action – refresher training for managers to ensure all are aware of what constitutes regulated activity and how frequency of activity requires different levels of checks.

Designated Safeguarding Lead/Designated Safeguarding Officer (DSL/DSO) – Although individuals are made aware of their Duty to Report, most service areas were unsure who their DSL/DSOs were. This lack of clarity needs to be addressed as a priority to ensure the Duty to Report process is clear, to prevent any referrals being missed or delayed.

Actions: A regularly updated list of DSL/DSO's needs to be accessible with each service areas shared spaces including electronic and physical locations.

The DSL/DSO needs to be displayed in spaces where the public attend and have sight.

Safeguarding Champions role – All areas were aware of the Safeguarding Champions, with some commenting on usefulness of cascaded information. Within some areas, the Champions role was confused with the DSL/DSO role. However, other areas were very keen to increase the number of Champions per area to ensure Safeguarding remained a priority within team meetings.

Actions: Relaunch Champion role with clear comparison between the DSL/DSO role made and recruit active, motivated participants.

Volunteers – Areas were able to identify if they work with volunteers and in which sectors of their service area. All were unable to confirm if a register is kept and how this is monitored across the service.

Actions: Link in with People and Business Change to promote their work on the new centrally held Volunteers Register and remind all it is part of a commitment to safeguarding by following the associated policy and procedures.

Professional Concern referrals – No area holds data on how many referrals are made from that service area, in relation to concerns about professionals who work with children or adults at risk. This links in with lack of clarity across the council of who the DSL/DSOs are.

Actions: Corporate Safeguarding to work with WCCIS team to collate that data and share with service areas annually. This will evidence that the policies in place are effective and employee's are following the duty to report process.

Audits – Adult Services and Children and Young People Services were the only teams who could identify audits where safeguarding had been a focus.

Actions: Work with Safeguarding Champions to identify areas within audits where safeguarding can be focussed on to ensure practices and procedures are regularly assessed for their robustness in terms of Safeguarding.

Standard 2 Environment (Safe)- How safe does your service area feel to citizens that access your services, and to your staff working in your service area?

Strengths

Service areas are confident that citizens and staff feel safe and informed when at sites and accessing services. Security measures are complied with in terms of those on premises as well as risk assessments. Staff who work directly with the public have additional and specific safeguarding training suitable to their role. Services areas were able to provide examples of how they have managed any concerns received by other citizens or professionals. Service areas were reflective of procedures in relation to contractors attending properties and identified areas of improvement.

Actions

Citizens awareness of safeguarding – Although areas can example that safeguarding concerns are raised by staff and citizens, without clarity on DSL/DSO within service areas, the robustness of these procedures need to be improved.

Actions: DSL/DSO's identified and widely communicated, with timely reviews as a priority. The quality of public displays of across sites and online sources needs scrutiny to ensure best practice is established.

Other premises risk assessments – Service areas where staff visit other premises utilise logging and communication processes. However, the pandemic changed some practices with physical logbooks to digital or phone calls made post visit, ensuring new agreed practice is in place.

Actions: Champions to highlight the need for these new practices to be reviewed in a timely manner as the working practices continue to evolve due to blended working.

Standard 3 Culture (Effective) - How Effective is your service area approach to safeguarding?

Strengths

All areas stated that their strategic planning takes into account the need to safeguard citizens and to promote their welfare. Some were able to reflect on what has gone well and areas for improvement. Most areas were able to demonstrate that new learning is embedded into practice and planning in relation to consent to share and safeguarding children and adults at risk. Gaps in service area approach to safeguarding were mainly identified, showing willingness to accept change will be required to improve and uphold safeguarding standards.

Actions

Training – All areas again commented on the need for better monitoring of training and will undertake snap audits to test the effectiveness.

Actions: Utilise Champions to provide prompts for regular training and testing of safeguarding understanding.

Commissioned services – Some areas stated that they have dispensed with services due to standards issues but this is not captured/recorded regularly. Consideration to link in with LADO if appropriate.

Actions: Further discussion and quality checks required with Service Areas to ascertain if a comparison tool for those assessing a commissioned service safeguarding practices is in line with Newport City Council's.

7 Future Work, Areas of stress/ risk, and Recommendations

7.1 The impact of Covid-19 pandemic this has resulted in further delays in actions from the previous year's work plan targets either being met or commenced for some work streams. The outstanding work has therefore been rolled over into this year's work plan (2022- 2023) and new target dates have been set. Members are respectfully asked to remember that given the ever-changing climate that we remain in that the service will always need to remain adaptable and reflexive, and the proposals stated will need to have a degree of flexibility to their completion.

7.2 The Safeguarding Unit, collaboratively with the Social Services Training Department and People and Business Change Department, will continue to progress on the secondary phase of "skill-scanning" of all job descriptions within the council

(including volunteers) to ensure that every post is reviewed to ensure that the correct level of safeguarding training and checks required for that role is “assigned” and then can be reviewed by the responsible line manager at the correct intervals. This work is identified on the Work Plan (2022/ 2023).

7.3 As highlighted to Members, there is an area of risk to the Council in relation to poor performance for mandatory training where fines/ regulatory action may be taken regarding safeguarding training. Although there have been mitigating factors affecting performance (including the pandemic; access issues for specific service areas) which have been acknowledged by both the Senior Children/ Adult Management Team and Welsh Government to prevent action being taken currently, this on-going low performance and non-compliance requires to be formally addressed. It is therefore a strong recommendation to Members that Cabinet continues to endorse the work plan action at 1. for People and Business Change to adopt new ways of working into their priority planning for current employees in completing mandatory Safeguarding training in order to improve compliance rates; meet the objectives of the Council’s commitment to ensuring “Safeguarding Involves Us All”; and in ensuring fines or regulatory action are not taken by governing bodies against Newport City Council.

7.4 Safeguarding Champions. We will refresh this role and look at a role profile for the champions to ensure that they are clear about this position. We plan to reinstate the regular meetings with the champions and look at how they are integral to the corporate Safeguarding plan for information exchange.

7.5 Audit cycle for children services. We are going to implement a case audit cycle in Children’s Services from 1st September and have devised a process for all managers, Team Manager and above to audit a case bi monthly. This will be managed by the Quality Assurance team. From this we will gain oversight into case themes and subsequent strengths as well as improvements.

8 Corporate Safeguarding Work Plan (2022/ 2023)

What outcomes do we want to achieve? (objectives to achieve)	How will we make this happen?	When will we achieve this?	How will we know it’s making a difference? (performance measures)	RAG status
1. Mandatory safeguarding training compliance to be corporately addressed by People and Business Change	People and Business Change to ensure that Mandatory Safeguarding Training is	Proposed for PBC to progress as a matter of urgency	Compliance rates for mandatory safeguarding training will improve across all service areas and the	AMBER Processes in place for new

<p>urgently via new ways of working for current employees (via I-Trent tracking and employee check ins and if necessary, capability procedures for non completion) in order to avoid fines/ regulatory action for continued non-compliance.</p>	<p>addressed as part of their priority planning for 2022/2023.</p> <p>Current Employees- via I-Trent/ employee check-ins.</p>		<p>council will not receive fines or regulatory action.</p> <p>The council will be able to easily track compliance with mandatory training and address with service areas where there are issues with low up take and identify if barriers exist and address these swiftly.</p> <p>Completion of mandatory safeguarding training for all employees will result in a work force that is aware of its duties and responsibilities.</p>	<p>starters and volunteers. Current employees have access to all the training and Safeguarding Champions and campaigns promote these.</p> <p>F2F sessions are being schedule to capture those without IT access.</p>
<p>Develop a tiered safeguarding training framework for all roles across the organisation (including volunteers) to be clear on the level of safeguarding training and safeguarding check they must have in order to undertake their role</p>	<p>Early stages of the project with Social Services training department, identifying roles within services areas. Collaboration with POD is being arranged to develop this project.</p>	<p>Arrange further project meeting with Safeguarding Unit; Training Department and PBC- lead officers</p>	<p>There will be a clear safeguarding training framework which staff/ managers from all council service areas can access to identify what level of safeguarding training is required for their employment role (including volunteers) to ensure compliancy in terms of safeguarding training.</p> <p>This tiered training framework could also be developed as a future project to be linked to the clear review and personal development plans of employees.</p>	<p>AMBER due to roll over from previous work plan task (20/21)</p>

<p>5. Improve how “safeguarding” information is communicated externally to the citizens of Newport in order to ensure that our citizens know who to contact if they need information, advice or assistance and to promote the Council’s commitment to safeguarding by communicating essential information and highlighting where changes have or will be made (ie. legislation/ policy/ council procedures).</p> <p>Page 660</p>	<p>Review the current Newport.gov webpages to ensure that the information is up to date/ useful/ engaging</p>	<p>1) Content ratification of content by CSMT by August 2022</p> <p>2) Dissemination strategy to be agreed with Comms & Marketing department upon agreement of information content IT web page content development and launch by November 2022)</p>	<p>Citizens of Newport report that they can access information, advice and assistance and feel that the information is communicated to them clearly.</p>	<p>AMBER due to roll over from previous work plan task (20/21)</p> <p>Proposed development pages being finalised</p> <p>Communicating Information to Citizens about the Children-Abolition of Defence of Reasonable Punishment Law was prompted by the council social media channels</p>
<p>6. Self assessment tool – regional work</p>	<p>Ongoing meetings with Gwent counterparts. Managed by Safeguarding Service Managers with help from the Safeguarding Board Business Unit</p>	<p>Spring 2023 for the new reporting cycle</p>	<p>More robust self assessment will mitigate N/A answers as well as allow for benchmarking against WAO recommendations and regionally agreed performance indicators.</p>	
<p>7. Audit Cycles</p>	<p>Process is devised and ready to implement</p>	<p>Sept 2022</p>	<p>Case themes, strengths and improvements</p>	

9 Resource implications (employment and financial)

There are no resource implications currently other than corporate Safeguarding being a part of everyone's role. This is being managed without a budget.

Appendix 1 – Glossary of terms

Acronym	Term
ABUHB	Aneurin Bevan University Health Board
CSMT	Children Services Management Team
DoL	Deprivation of Liberty
DSL/O	Designated Safeguarding Lead / Officer
DTR	Duty to refer
F2F	Face to face
FGM	Female Genital Mutilation
FM	Forced Marriage
GDPR	General Data Protection Regulations
HBA	Honour Based Abuse
LAC / CLA	Looked After Child / Child Looked After
LADO	Local Authority Designated Officer
LPS	Liberty Protection Safeguards
MARAC	Multi-Agency Risk Assessment Conferences

NCC	Newport City Council
PBC	People and Business Change
PPN	Police Protection Notification
PSM	Professional Strategy Meeting
SG	Safeguarding
SPOC	Single points of contact
VAWDASV	Violence against Women, Domestic Abuse and Sexual Violence
WCCIS	Welsh Community Care Information System

Appendix 2 – Welsh Government Corporate Safeguarding Good Practice Guidance



WG Corp
Safeguarding Policy

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Report

Cabinet

Part 1

Date: 14 December 2022

Subject Newport City Council response to external pressures impacting Council services

Purpose To present an update to Cabinet on Newport City Council's response to external factors impacting on delivery of Council services.

Author Policy and Partnership Manager

Ward All

Summary The cost-of-living crisis is continuing to adversely affect our residents and businesses across the city as with the rest of the country. Inflation continues to rise further impacting on the council as well as other businesses and residents. The report sets out the range of challenges facing Newport City Council and our residents at this time.

Events and support are being facilitated across the city with partners as there is a clear requirement for a collaborative approach to supporting our residents in these times.

Proposal Cabinet to consider the contents of the report on the Council's activity to respond to the external factors on Newport's communities, businesses, and council services.

Action by Executive Board and Corporate Management Team

Timetable Immediate

This report was prepared after consultation with:

- Executive Board
- Corporate Management Team

Signed

Background

Communities across Newport are facing unprecedented financial pressures resulting from inflationary increases of energy, food, mortgage and rent, and other household costs. In addition to this, public sector including Newport City Council, businesses, charities and not for profit organisations are also experiencing increasing costs and are having to make difficult decisions in relation to the services provided and passing on these costs to the customer. It is anticipated that the winter could see further challenges and impacts on communities and businesses. This report provides an overview of the current wider economic impact at UK and Welsh levels since the last report presented at Cabinet in November 2022.

With the increasing demand on services and inflationary impacts on costs, the Council is anticipating further pressures on budgets and resources over 2022/23. The inflationary impacts are also impacting on the Council's capital programme and projects. These were recently reported to Cabinet, with a current forecast revenue budget overspend reported and slippage and funding shortfalls on capital projects. The inflationary pressures are also coming through into the Council's Medium Term Financial Plan and the 2023/24 budget in particular, similar to other Councils. Work is currently underway to plan how the most important services will be delivered with Newport City Council facing the most significant budget pressure in many years. Further information on the Council's finance position will be published separately and a more detailed report on the Council's revenue and capital position is on the Cabinet agenda.

As highlighted in the report, Council Tax and Business Rate relief is being provided to help with the cost of living. However, it is anticipated by the Council's Revenue team that the Council will see households and businesses struggle to pay their bills due to other financial pressures such as mortgages, rent, energy and other everyday costs. The Council is encouraging people to contact the Council who can provide help and support for people to pay their bills and try to prevent them from getting into any financial difficulty.

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Cost of Living Impacts in Wales and the UK

At the end of October 2022, the Office for National Statistics reported the Consumer Prices Index was 11.1% ([ONS 2022](#)). This was attributed to the changes to the cost of domestic energy supplies, rising food and non-alcoholic beverage prices and from items related to recreation and culture. The Gross Domestic Product reported for the period to September 2022 saw a retraction by -0.2% and in the UK Governments Autumn Statement it was acknowledged that the UK was likely to enter into recession over the winter period. The Autumn Statement from the UK Government also acknowledged the Office for Budget Responsibility's assessment that households across the UK will see living standards fall and confirmed that:

- Pensioners and people in receipt of benefits will see a 10.1% rise in weekly payments.
- An additional cost of living payments with £900 for households in receipt of eligible benefits and £300 pensioners.
- UK minimum wage for people over 23 to increase from £9.50 to £10.42 an hour.

The UK Government also confirmed that tax thresholds will be frozen until April 2028, meaning millions will pay more tax and the top 45% of additional rate of income tax will be paid on earnings over £125,140 instead of £150,000. Finally, the UK Government confirmed the household energy price cap has been extended for one year beyond April with typical bills capped at £3,000 a year instead of £2,500.

For Wales, the Welsh Government expected to receive an extra £1.2 billion over two years. However, at the time of the report, Welsh Government's budget has not been published and is expected to be announced on December 13 2022.

At the beginning of November, the Leader of the Council facilitated a cost-of-living summit with key community leaders from across Newport. Discussions focused on how all organisations can work together to support our residents during these difficult times.

An advice, guidance and support event was held at the Riverfront Theatre for residents. This event was well attended with over 200 talk with services. Partners commented on how helpful it was to be able to interact with other agencies. Following the success of this event further events are being planned for the new year with the first in January 2023.

Funding has been confirmed by Welsh Government that will be made available to support the establishment of warm spaces/centres. Newport Community Development Teams are establishing a plan of action that includes how the centres will be supported. Once further detail is received it is hoped this will form the basis of a coordinated offer of warm spaces across the Newport area with support from key partners. A Warm Space has already established at the Gap on Stow Hill and is working well.

Officers from Newport City Council will be supporting the establishment of a regional cost-of-living group to promote local, regional, and national support available to residents and businesses across Gwent.

Previous reports have highlighted Welsh Government support including –

- A dedicated link for households to see if they are entitled to additional financial help, see link [here](#)
- The '[Claim what's yours](#)' initiative to raise awareness of entitlement to benefits to provide additional support they need.
- Cost of living payment on [Council Tax](#) costs for households living in bands A to D which ended in September 2022.
- Newport City Council is be using its [discretionary powers](#) to support businesses in the city centre in addition to the rate relief from [Welsh Government](#).

Applications for the 22/23 Winter Fuel Support Scheme are still open. We are continuing to automatically issue a voucher to the value of £200 which can be exchanged for a cash payment to everyone in receipt of Council Tax Reduction. Applications can be made by those in receipt of a qualifying benefit who we are unable to identify as being eligible, and we have an online form with paper forms available on request.

In October and November, Newport Council alongside other public sector organisations such as DWP, Registered Social Landlords, not for profit organisations, charities and other organisations are hosting several events to residents providing cost of living advice and support.

Newport City Council is also collaborating on many other projects, activities and support for communities including:

- Period dignity and period poverty by making free menstrual products to all girls and women. This includes distribution across community centres, food banks and third sector partners.
- Flying Start expansion into additional geographical areas high in deprivation including Well-being camps over half term, youth services and healthy eating initiatives.
- Free school meals to all pupils in reception, year 1 and 2, and school uniform cost support for families.
- Economic Development projects including New Skills, DWP Restart Programme and Newport Youth Academy supporting residents with training, skills and employment.
- Families First collaborating with Citizens Advice Bureau to support families with disabilities to access benefits, reducing impacts of poverty.
- Schools offering breakfast clubs and free music sessions to children through Gwent Music.

- Developing arrangements to provide Warm Places for residents in Newport during the winter period.

Asylum Dispersal

Newport has a long history of welcoming people seeking sanctuary and will continue to offer a place of safety for those fleeing conflict and persecution. It is important that immigration, including asylum dispersal is a retained power of the UK Government and the Home Office, with their accommodation provider, are responsible for the procurement and management of all accommodation provided to asylum seekers which includes hotel accommodation in Wales.

The council works with all the agencies involved to ensure the most appropriate assistance is available and that both our communities and those arriving in our city are supported and safe.

Until recently, Newport was one of only four Local Authority asylum dispersal areas in Wales for people seeking asylum established by the Home Office in 2001. Numbers and profile of people seeking asylum fluctuate, largely due to the nature of global issues and the speed at which the Home Office processes asylum claims. This year, the Home Office announced the 'Full Dispersal' approach, this will require all Local Authorities to become asylum dispersal areas to spread the burden of people needing to move from hotel accommodation to dispersal accommodation, following the increased arrival of people applying for asylum protection. Newport City Council will work with the regional Strategic Migration Partnership to consider the impact of these plans on the area, as this will result in a change in the population base for Newport as calculations are moved to the 2021 population census as a base.

While asylum dispersal to all Local Authorities in England, Scotland and Wales is likely to more fairly distribute pressure across Local Authorities, it will continue to have a significant impact on Newport City Council and all locally involved service providers and the wellbeing of people seeking asylum with logistical challenges in relation to the significant change in geographical spread and the possible risk of inequity in service provision and access.

We also know that there are people in Newport who have No Recourse to Public Funds (NRPF), these include people seeking asylum, failed asylum seekers and people with discretionary leave to remain in the UK with certain restrictions. Most people with NRPF have the right to work but are not entitled to claim income related benefits and other support arrangements. Further details can be found on the link [here](#).

Newport City Council is also the first Local Authority in Wales to be registered with the Office of Immigration Services Commissioner (OISC) to provide legal immigration advice which is offered based upon eligibility criteria.

The Council is supportive of UK and Welsh Government initiatives to provide sanctuary to refugees that have been displaced as a result of conflict, and the important support for children, however we must also recognise that this places an additional demand on Council services and particularly our private housing stock and social care services.

Ukrainian Refugee Support

The ongoing conflict in Ukraine has caused displacement of many tens of thousands of Ukrainian people from their homes. The UK Government continues to encourage Ukrainian nationals to utilise the Family for Ukraine Scheme which encourages individuals to safely join and reunite with family members or extend their stay in the UK. Newport has had a number of families arriving in the city through this scheme.

Under the UK Government Homes for Ukraine scheme, the Welsh Government (WG) is a Home for Ukraine super sponsor. As a super sponsor, WG can provide accommodation, support and care in Wales and removes the need for applicants to be matched to a named person before they are cleared to

travel to the UK. From 10th June, WG paused new visa applications to allow time to refine arrangements in place to support people and ensure all public services (especially local authorities) can continue to deliver high standard support.

To date through the Homes for Ukraine Scheme, 10,627 applications have been submitted with a sponsor in Wales of which 6,039 are via the Welsh Government as a super sponsor. Additionally, 9,282 visas have also been issued where Welsh Government is the super sponsor. In total 4,721 people with sponsors in Wales have arrived in the UK. Through the Homes for Ukraine Scheme, Newport currently has 122 approved applicants of which 106 are in active placements across 54 sponsors.

The Council's established Operational Response Group meets on a fortnightly basis co-ordinate the approach to welcoming and supporting people arriving in Newport. This includes mapping capacity and potential demand across a range of key areas including social care, housing, education, and integration support. There is currently a particular focus on housing and homelessness prevention as many of the initial 6-month placements are coming to an end. The Council continues to work closely with partners and other Gwent authorities to ensure a joined up, cohesive approach to Ukrainian resettlement, taking a regional approach wherever possible to maximise efficiency.

Risks

Newport Council will be reviewing the Council's Corporate and service area risks as part of the new Corporate Plan.

Risk Title / Description	Risk Impact score of Risk if it occurs* (1-5)	Risk Probability of risk occurring (1-5)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Cost of Living impact on Council services	4	4	See report on the Council's response to the cost-of-living crisis.	Corporate Management Team
Supporting refugees to settle in Newport.	4	2	See this Report on the Council's response to re-settlement programmes.	Corporate Management Team, Head of Housing and Communities, Director of Social Services
Balancing the Council's Medium Term Finance Plan	5	4	See this report on the MTFP work and statement. Also, Council's Finance updates and Corporate Risk Register.	Corporate Management Team / Finance

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan

Welsh Government, Newport City Council and Partners Response.

The Council Cost of Living Task and Finish Group supports the delivery of a co-ordinated response to the cost-of-living crisis in Newport through developing long term solutions with third sector organisations aimed to support our most vulnerable and disadvantaged communities. The need for a coordinated and collaborative response is clear and the following key activities took place during this quarter:

Options Available and considered

1. To consider and note the contents of the report on the Council's response.

2. To request further information or reject the contents of the report

Preferred Option and Why

1. To consider and note the contents of the report on the Council's response.

Comments of Chief Financial Officer

The report highlights the various factors which are putting pressure on Council services to help and respond. The report highlights the support which is available. Whilst a significant amount of this specific support is funded from UK Government / WG, the various factors are having significant impacts on the Council's general service budgets.

We are beginning to see the impact of rising fuel and material prices whilst increased costs and delays to schemes have been identified as part of the Capital Programme, which are partly due to increased costs of materials and challenges with the availability of labour. Between now and the end of the financial year, any impacts, on the in-year revenue budget, will need to be managed from within existing resources, budget contingency where available and appropriate and the use of any grants made available to the Council.

In addition to in-year financial management challenges noted above, there will be impacts on the Council's Medium Term Financial Plan (MTFP) and the work on this is in progress as part of the usual budget timetable.

Budget managers and Heads of Service will be expected to continue to monitor the impact of the external factors included in this report and work with Finance colleagues to escalate any material financial implications and report them where relevant. This will need to also include plans to mitigate any issues, as far as is possible.

Comments of Monitoring Officer

There are no legal issues arising from the report. Any specific legal implications will be addressed as part of the Council's operational responses to the key issues identified in the report.

Comments of Head of People, Policy and Transformation

The Council is supporting the Welsh Government's initiatives using existing resources to support families through the cost-of-living crisis is also impacting communities and households as well as Council services. Through the Council's partnership networks such as One Newport, we are working collaboratively to provide support to organisations that have been impacted and to ensure that they are sustainable for the medium to long term. There are HR implications on resources to meet this additional demand on services and the Council is considering these on existing services and resources.

Scrutiny Committees

Not applicable as this an information only report and no decision is required from the Council.

Fairness and Equality Impact Assessment:

Not applicable as this is an information only report and no decision is required from the Council.

Wellbeing of Future Generations

Long Term – The short term actions the Council is taking now is considering the longer-term impacts which the cost of living is having on communities and businesses in Newport. Newport Council alongside partners are providing financial and non-financial support to help households and businesses.

Collaborative – Newport Council is working collaboratively across the organisation and also our external partners from Aneurin Bevan University Health Board, schools, Welsh Government and other local partners to support cost of living support.

Integration – The actions that the Council and is taking supports the Council's organisational priorities for community cohesion, early intervention, and prevention. This also supports the Welsh Government's priority for Wales being a nation of sanctuary.

Involvement – We are involving communities and residents who are providing vital front-line support and helping vulnerable / disadvantage households, and refugees. The Council is also providing regular updates and communications to those impacted by the cost-of-living crisis.

Prevention - The short term actions the Council is taking now is considering the longer-term impacts which the cost of living is having on communities and businesses in Newport. Newport Council alongside partners are providing financial and non-financial support to help households and businesses.

Consultation

Not Applicable

Background Papers

Not applicable

Dated: 6 December 2022

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Report

Cabinet

Part 1

Date: 14 December 2022

Subject Cabinet Work Programme

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

Author Governance Team Leader

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 meeting. Effective forward planning by Cabinet also impacts positively upon the Council's other Committees, in particular Scrutiny, because work needs to be coordinated on certain reports to ensure proper consultation takes place before a decision is taken.

The current work programme runs to May 2023, 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 Cabinet Office Manager 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 for 2022/23

Action by Governance Team Leader

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 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 (eg Council, Scrutiny, Audit) to ensure the various programmes are properly coordinated.

The current work programme runs to May 2023, 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 Cabinet Office Manager 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

Dated: 7 December 2022

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Cabinet

Work Programme: June 2022 to May 2023

Meeting	Agenda Items	Lead Officer
Cabinet 15/06/22	<ul style="list-style-type: none"> ▪ Corporate Risk Register Update (Q4) ▪ Local Area Energy Plan ▪ Information Station Project ▪ Levelling Up Fund ▪ 2021/22 Treasury Management Year End Report ▪ Covid Recovery ▪ NCC External Pressures - Cost of Living - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HPP&T ▪ HPP&T ▪ HR&ED ▪ HR&ED ▪ HoF ▪ CX/HPP&T ▪ CX/PP&T ▪ GTL
Cabinet 13/07/22	<ul style="list-style-type: none"> ▪ 2021/22 Revenue Budget Outturn ▪ 2021/22 Capital Outturn and Additions ▪ Shared Prosperity Fund ▪ RDLP – Vision, Issues and Objectives ▪ Welsh Language Annual Report ▪ Welsh Government Consultation, One Network, One Timetable, One Ticket: Planning buses as a public service for Wales – NCC Response ▪ NCC External Pressures - Cost of Living - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HPP&T ▪ HR&ED ▪ HPP&T ▪ HCS ▪ CX/HPP&T ▪ GTL
Council 13/07/22	<ul style="list-style-type: none"> ▪ Council Appointments ▪ 2021/22 Treasury Management Year End Report ▪ Welsh Language Annual Report ▪ PSPO: Dog Control 	<ul style="list-style-type: none"> ▪ DSM ▪ HoF ▪ HPP&T ▪ SD: ES
Cabinet 14/09/22 CANCELLED	Agenda items moved to October Cabinet.	
Council 27/09/22	<ul style="list-style-type: none"> ▪ Council Appointments 	<ul style="list-style-type: none"> ▪ DSM
Cabinet 12/10/22	<ul style="list-style-type: none"> ▪ Revenue Budget Monitor ▪ Capital Budget Monitor ▪ Corporate Risk Register Update (Quarter 1) ▪ Corporate Plan ▪ Strategic Equality Plan Annual Report ▪ Climate Change Plan Annual Report ▪ RPB Market Stability Report ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary of Business 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ CD: SS ▪ CX/HPP&T ▪ HPP&T

	<ul style="list-style-type: none"> ▪ Work Programme 	<ul style="list-style-type: none"> ▪ GTL
Cabinet 16/11/22	<ul style="list-style-type: none"> ▪ NCC External Pressures - Cost of Living ▪ Annual Compliments, Comments and Complaints ▪ Annual Safeguarding Report ▪ Corporate Plan Annual Report 2021/22 ▪ Corporate Plan Final Report 2022/27 ▪ Cost Sharing Agreement with Coleg Gwent ▪ Work Programme 	<ul style="list-style-type: none"> ▪ CX/HPP&T ▪ Customer Services Manager ▪ CD: SS ▪ HPP&T ▪ HPP&T ▪ HRED ▪ GTL
Council 22/11/22	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Corporate Plan 2022/27 ▪ Strategic Equality Plan Annual Report ▪ Climate Change Plan Annual Report ▪ RPB Market Stability Report ▪ Democratic Services Annual Report ▪ Standards Committee Annual Report 	<ul style="list-style-type: none"> ▪ DSM ▪ HPP&T ▪ HPP&T ▪ SD: E&S/HE&PP ▪ SD: SS ▪ HL&S ▪ HL&S
Cabinet 14/12/22	<ul style="list-style-type: none"> ▪ Revenue Budget Monitor ▪ 2023/24 Revenue Draft Budget and MTFP: Final Proposals ▪ Capital Budget Monitor and Additions ▪ Treasury Management Report ▪ Corporate Risk Register Update (Quarter 2) ▪ Gwent Wellbeing Plan ▪ Norse Joint Venture ▪ Regional Integration Fund Financial Plan ▪ Director of Social Services Annual Report ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HoF ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ SD: SS ▪ SD: SS ▪ CX/HPP&T ▪ GTL
Cabinet 11/01/23	<ul style="list-style-type: none"> ▪ Welsh National TOMs for Social Value ▪ Mid-Year Performance Analysis 2021/22 ▪ Local Development Plan ▪ Complaints Policy ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HPP&T ▪ HRED ▪ HPP&T ▪ CX/HPP&T ▪ GTL
Council 24/01/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ 2022/23 Treasury Management 6 monthly report ▪ Council Tax Reduction Scheme ▪ Director of Social Services Annual Report ▪ Annual Safeguarding Report ▪ Schedule of Meetings 2023/24 ▪ Mayoral Nomination 2023/24 	<ul style="list-style-type: none"> ▪ DSM ▪ HoF ▪ HCS ▪ CD: SS ▪ CD: SS ▪ GTL ▪ GTL
Cabinet 15/02/23	<ul style="list-style-type: none"> ▪ 2023/24 Capital Strategy and Treasury Management Strategy ▪ Revenue Budget Monitor ▪ Capital Budget Monitor ▪ 2023/24 Revenue Final Budget and MTFP: Final Proposals ▪ Verified Key Stage 4 and 5 Pupil Outcomes 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HoF ▪ CEo

	<ul style="list-style-type: none"> ▪ Western Gateway ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HR&ED ▪ CX/HPP&T ▪ GTL
Cabinet 15/03/23	<ul style="list-style-type: none"> ▪ EAS Business Plan 2021/22 ▪ Corporate Risk Register Update (Quarter 3) ▪ Pay and Reward Statement 2023/24 ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ CEoO ▪ HPP&T ▪ HPP&T ▪ CX/HPP&T ▪ GTL
Council 28/02/23	<u>Budget:</u> <ul style="list-style-type: none"> ▪ Council Appointments ▪ 2023/24 Council Tax and Budget ▪ 2023/24 Capital Strategy and Treasury Management Strategy ▪ National Non-Domestic Rates: Discretionary Relief: High Street Relief Scheme 2023/24 ▪ Gwent Wellbeing Plan 	<ul style="list-style-type: none"> ▪ DSM ▪ HoF ▪ HoF ▪ HoF ▪ HPP&T
Cabinet 12/04/23	<ul style="list-style-type: none"> ▪ Annual Corporate Safeguarding Report ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary Document (for information/ awareness) ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HC&YPS ▪ CX/HPP&T ▪ HPP&T ▪ GTL
Council 25/04/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Pay and Reward Statement 	<ul style="list-style-type: none"> ▪ DSM ▪ HPP&T
Cabinet 10/05/23	<ul style="list-style-type: none"> ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ CX/HPP&T ▪ GTL
Council 16/05/23	<u>AGM:</u> <ul style="list-style-type: none"> ▪ Council Appointments 	<ul style="list-style-type: none"> ▪ DSM

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