

Agenda



Cabinet

Date: Wednesday, 6 March 2024

Time: 4.00 pm

Venue: Council Chamber / Hybrid

To: Councillors J Mudd (Chair), D Davies, D Batrouni, J Clarke, 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>Corporate Risk Register Update (Quarter 3)</u> (Pages 13 - 58)	All Wards
5	<u>Risk Management Policy</u> (Pages 59 - 72)	All Wards
6	<u>Pay and Reward Statement 2024/25</u> (Pages 73 - 100)	
7	<u>Property Services Arrangements</u> (Pages 101 - 112)	All Wards
8	<u>Sustainable Communities for Learning - Rolling Programme for Investment 2024/2033</u> (Pages 113 - 142)	All Wards
9	<u>NCC External Pressures - Cost of Living</u> (Pages 143 - 148)	All Wards
10	<u>Work Programme</u> (Pages 149 - 156)	

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Date of Issue: 29 February 2024

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Minutes

Cabinet

Date: 14 February 2024

Time: 4.00 pm

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

1 Apologies for Absence

None.

2 Declarations of Interest

None.

3 Minutes of the Last Meeting

The Minutes from 10 January 2024 were accepted as a true record.

4 2024/25 Capital Strategy and Treasury Management Strategy

The Leader presented the first report to colleagues on the Capital and Treasury Management Strategy for 2024/25.

This is an annual report focussing on the Council's capital expenditure plans, the financial impact of those in terms of borrowing, and investment strategy for the year.

Whilst full Council ultimately approve the borrowing limits and prudential indicators contained within the report, Cabinet was requested to approve the detailed capital programme itself and recommend the report to Council for approval.

Governance and Audit Committee considered the report in their most recent meeting and endorsed the proposed strategies, with no further recommendations.

There were several key points in the report:

The five-year capital programme is managed on a rolling basis, meaning that a new year (2028/29) had been added to the programme.

The programme itself continued to reflect the challenging financial circumstances and, as such, continued to comprise ongoing and previously approved schemes, as well as annual sums for activities such as asset maintenance and fleet renewal.

Whilst there were no new schemes being included, the programme, especially in 2024/25, is still significant and contained a number of the Cabinet's highest priority schemes such as new school projects, the Transporter Bridge and new Leisure and Wellbeing provision.

Because of the affordability challenges, there was no new borrowing headroom to be approved at this point. However, the programme included indicative new borrowing from 2027/28 onwards, which, if still affordable nearer the time, would be available to pursue new schemes, such as the next wave of school development projects under the Sustainable Communities for Learning Programme.

Until the point at which new borrowing could be formally approved, capital headroom is limited to those amounts already held in specific earmarked reserves and uncommitted capital receipts. As a result, careful prioritisation was required when making new commitments from the headroom and every opportunity needed to be taken to boost it via one-off sources, to continue to respond to emerging pressures as and when they arose.

Whilst there no new borrowing was included in the next few years of the programme; previously approved borrowing would be incurred over that period; this would increase the overall Capital Financing Requirement and the Council's level of debt.

The borrowing limits proposed in the report take account of this and the revenue consequence of additional borrowing (e.g. interest payable on loans) was already budgeted for, following the budget investment made in 2021/22. Therefore, the programme proposed is affordable, prudent, and sustainable, based on current information and assumptions.

In terms of Treasury Management, the report detailed the Council's approach to borrowing and investing. It confirmed that the Council would continue to pursue an internal borrowing strategy, by using available cash resources to defer external borrowing for as long as possible and only undertake borrowing in advance of need where there was a clear financial rationale for doing so.

It is important to highlight the large refinancing requirement the Council has during 2024/25, which saw a handful of large loans repaid and new loans taken out in their place. The strategies reflected a prudent assumption of the capital financing cost that this replacement borrowing resulted in.

For investing, the Council continued to prioritise security, liquidity, and yield, in that order, striking an appropriate balance between risk and return.

A minimum investment balance of £10m is still required, which is currently being met via three covered bond investments.

Cabinet noted that the Head of Finance commentary within the covering report directly addressed the question of affordability, prudence and sustainability and confirmed that the proposed strategy and programme met all of those criteria.

Decision:

That Cabinet recommended to Council for approval:

- The Capital Strategy (Appendix 2), including the proposed Capital Programme within it (shown separately in Appendix 1), and the borrowing requirements/limits needed to deliver the proposed programme.
- The Treasury Management Strategy and Treasury Management Indicators, the Investment Strategy, and the Minimum Revenue Provision (MRP) policy for 2024/25. (Appendix 3)
- As part of the above, Cabinet

- approved the proposed Capital Programme, subject to Council approving the necessary borrowing limits that underpin this.
- noted the increasing debt, and corresponding revenue cost of this, in delivering the rolling Capital Programme, and the implications of this over both the short and medium-long term with regard to affordability, prudence and sustainability.
- noted the Head of Finance comments that borrowing needed to be limited to the extent that it stabilised the Capital Financing Requirement and did not add pressure to the Council's Medium Term Financial Plan, and the recommended prudential indicators on borrowing limits to achieve this.
- noted the feedback provided by the Governance and Audit Committee on 25 January 2024 (paragraph 8).

5 **2024/25 Revenue Budget and MTFP: Final Proposals**

The Leader introduced the report, to colleagues which dealt with the 2024/25 Council budget, setting out the consultation results on the draft budget, further developments in budget assumptions and an update on the Council's core and specific grant funding.

The Leader updated colleagues on the latest budget position today as outlined in the report. The Leader set out the Cabinet's use of the available funds that would finalise the Cabinet's 2024/25 budget recommendation to the Council to be considered on the 29 February.

Cabinet approved the draft budget on 10 January, which was subject to consultation to the 9 February, as the report outlined in section four; both with existing internal groups such as scrutiny committees and the school's forum, trade unions and externally with the wider public.

There were also some significant developments in the core and specific grant for 2024/25 and updates to the budget assumptions. The Leader therefore brought Cabinet up to date.

Firstly, the Cabinet approved updates to existing and considered new budget pressures and savings shown in paragraph 1.3, Table 2 of the report. These included financial pressures and investments, the need to provide additional core funding to the housing service and increases to the Council's revenue contingency budget; mitigated in part by additional efficiency savings from budget re-alignment in non-service budgets and additional council tax income from premiums recently agreed. These agreed budget adjustments updated the budget 'in hand' to nearly £1.3m as shown in Table 2.

Secondly, the Welsh Government confirmed in the week before the meeting that it would be receiving an additional £25m of consequential funding from the UK Government stemming from their increased funding to Councils in England; this funding would be allocated to Welsh Councils in recognition of the significant pressures on budgets, particularly in social care and schools. Information was received over the last few days on how this would be allocated to individual Councils and Newport would be receiving an additional Revenue Support Grant (RSG) allocation of £755k, and an increase in social care-specific grant funding. This increased the current budget 'in hand' to just over £2m.

Key issues the Cabinet were mindful of in setting out its final budget recommendation included:

- Demand on Council services continues to increase, significantly so in housing services and children's social care. The impact left by the pandemic in 2020 and 2021 was still putting huge pressures on vulnerable families, individuals, and communities.

- At the same time, the Council's spending levels were lower than comparable Councils in all service areas. Whilst positive in many ways, the increased capacity required to deal with increasing demand for services and support must be acknowledged.
- The Council had a vast amount of infrastructure and assets it was responsible for that are integral to delivery of services, such as roads, pavements, and buildings. Additional funding was provided for this to be maintained.
- The Council's own staff but also the staff in other organisations provide a wide range of services such as domiciliary care (home help) that support the city's most vulnerable families and individuals. Cabinet was pleased to see the recent increase to the National Living Wage which recognised the cost increases over the last year. Cabinet was proud that Newport was a Living Wage employer, and able to ensure external organisations paid this.

The Council received nearly 1,400 public responses to the draft budget consultation and the summary of those and the minutes of the meetings that took place with scrutiny, the school's forum and unions were included in the papers.

The consultation confirmed that virtually all proposals were met with majority or relatively high levels of support and agreement with the public.

In line with the context outlined and the feedback received, Cabinet reviewed the draft budget and considered how to allocate the budget 'in hand,' to be distributed as follows:

- Funding of £700k for highways infrastructure and building maintenance, at £500k and £200k, respectively.
- Allocation of £300k additional funding for schools, specifically earmarked within the schools funding formula for supporting children with additional learning needs.
- £160k to the social services safeguarding hub, a vital service which supports families in crisis and is under unsustainable, on-going pressure of increased demands.
- Allocation of £595k to make provision for additional long-term borrowing and support capital programme costs.
- Allocation of £150k to the homelessness budget, to assist with addressing the continued pressures being presented by the need for temporary accommodation.
- Allocation of £145k to address the issues and impacts presented by specific grant reductions.

These total £2.05m in total.

The overall budget strikes a balance between increased funding with on-going new savings and ensures that residents continue to pay one of the lowest rates of council tax across Wales and the UK. It represents a relatively small increase of £1.50 to £2.01 per week for those houses in Newport's most common bandings and the council tax reduction scheme is there to continue to support those households who are eligible for support with this.

The funding increases and the Cabinet's decisions on budget investments ensure:

- increased school funding – both by investing more funds over and above cost inflation increases and by not making savings from school budgets.

- continued support of the most vulnerable families and individuals in communities. The Council is investing nearly £5m in its homelessness services, social care, and additional learning needs budgets. Demand in these areas is increasing and this could not and should not be ignored.
- Cabinet recognised the need for investment in the highway infrastructure and assets which are needed for service delivery and used by all residents within the city. The Leader reflected that more is needed but was pleased to have been able to make inroads here for the coming year.

Comments of Cabinet Members:

- Councillor Davies noted that over the last 10 years the Council made over £80M of savings with challenging budgets and difficult decisions to protect the most vulnerable and those in need. Efficiency savings alone would not balance the budget, hence difficult decisions being made regarding front line services whilst salaries increases were supported, and pupil numbers grew. It was good news that additional funding of £200K came from WG for Additional Learning Needs (ALN) against a backdrop of no cuts within the education budget. Councillor Davies therefore supported the council tax increase and reminded colleagues that Newport would still have one of the lowest council tax bases Wales. This would ensure that it was still affordable for residents and that those who were in financial difficulty received provision support through the council tax reduction scheme.
- Councillor Harvey supported the 8.5% council tax premium and reflected that Newport was still in the lowest quartile for council tax throughout Wales. The Council provide over 800 services to the public. These services were not only funded via council tax but funding from other areas. This increase was supporting residents from cradle to grave with the provision of social services and education.
- Councillor Marshall noted the significant breadth of services that the Council provided to the residents of Newport and the indispensable role these services played within the community.

Councillor Marshall noted that comparison with authorities in England revealed shared pressures such as homelessness, temporary accommodation, and child social care placements. Councillor Marshall was pleased that Welsh Government was providing financial support and safeguarding the Council from reductions, such as workforce grants and support in terms of requirements surrounding reduction in force (RIF).

Councillor Marshall added that despite being a budget for the upcoming financial year, this administration was committed to fiscal responsibility and prudence in delivery, even when the initial outlook appeared bleaker. Values were centred around safeguarding education and social services from cuts whenever possible, this was clear within the budget proposals. As a growing city, Newport faced new challenges and pressures, all of which were identified and addressed in the proposals.

In determining this year's council tax, focus was on protecting the most vulnerable and minimising the impact on residents. Councillor Marshall concluded that dedicated staff continue to perform their part to the highest standard, providing great initiatives, events, and support to residents and the city. Councillor Marshall extended his and colleagues' gratitude to staff for their commitment to delivering the best services to the community.

- Councillor Hughes mentioned that no council was immune to the financial challenges faced in this budget cycle. Social services faced challenges in meeting statutory duties, and staff facing these challenges would welcome additional investment in the safeguarding hub. Councillor Hughes added that people depended upon the city and that the council would continue to keep people safe.

- Councillor Lacey also approved the budget and the proposed 8.5% council tax. Councillor Lacey was pleased to see £700k split between infrastructure assets and building assets. Councillor Lacey also referred to staff within her service area of infrastructure, who had received 784 out of hours service calls from February '23 to February '24 which had a significant impact on funding.
- Councillor Forsey mentioned that whilst there were budget cuts, focus should also be emphasised on what the council could do. In addition to education and social services, the council was still able to clean the streets, collect rubbish and deliver hundreds of other services to residents. Councillor Forsey also mentioned a programme to replace and refurbish children's play areas within Newport parks and while most of these projects were supported by grant funding, these projects were delivered by the Council. This was achieved through the excellent staff engaging with residents, designing, planning, and overseeing this work. This was in addition to meeting the target to be net zero carbon by 2030 by decarbonising buildings, installing solar panels and electric vehicle (EV) charging points. Therefore, Councillor Forsey supported the budget.
- Councillor Clarke added that this was the right budget for Newport and Cabinet had listened to people and professionals within the city and no decisions were taken lightly. Councillor Clarke referred to the increase in council tax and highlighted that it would mean an increase of £2 per week, or £8 per month for most households. Councillor Clarke outlined the significantly higher increase in utility prices and inflation in comparison. Making these tough decisions maintained the services for the people of Newport and therefore Councillor Clarke supported the report.
- The Leader thanked colleagues and the senior officer team at Newport City Council, for their hard work and effort to deliver a budget in the most difficult and challenging times for the public sector. The Leader also thanked partners and stakeholders for responding to the consultation, including scrutiny committee colleagues, the school's forum, trade unions and members of the public. The Leader reflected on the balanced feedback from members of the public and referred to comments from one member of the public in relation to council tax who stated they were fine with the increase, but the money needed to go on services we actually used, such as improving roads. The Leader welcomed the support of the WG and recognised their challenging financial situation.

Decision:

Cabinet considered:

Budget proposals and medium-term plan (section 3-5), and

1. noted the formal consultation on the budget as outlined in section 4 and the feedback received, shown in Appendices 1 to 5.
2. noted the equality issues and the Fairness and Equalities Impact Assessment (FEIA) on the budget proposals, shown in Appendix 13.
3. reviewed and confirmed the final budget recommendations (Appendix 6 - 7), as currently summarised within the medium-term financial plan (Appendix 8).
4. agreed the 2024/25 fees and charges of the Council shown in Appendix 12.

Overall revenue budget and resulting Council Tax 2024/25 (section 6 and 7), and

5. noted the significant risks and uncertainties within budget planning and specific issues highlighted in Section 6 of this report and the mitigation in place to manage them.

6. recommended the detailed budget investments and savings and resulting Council Tax rate to full Council, noting that a formal resolution including the Police and Crime Commissioner for Gwent and Community Councils' precepts be presented to Council on 29 February.
7. recommended a council tax increase of 8.5%.
8. approved expenditure and use of the Transformation Fund in line with the summary shown in Appendix 11b, noting they were based on detailed proposals reviewed by Cabinet in their January 2024 meeting.
9. approved the repurposing of earmarked reserves as set out in paragraph 6.7.

6 Newport City Council, Social Value Outcomes in Procurement Update

The next report presented by the Leader was the first report of the outcomes delivered from using the Newport Social Value measurement tool, or, Themes, Outcomes and Measures (known as the Newport TOMs), adopted by Cabinet in March 2023.

The Leader was pleased to bring this report to Cabinet Colleagues and thanked the team for delivering the paper that reflected what could be positively gained from public sector investment through procurement.

The TOMs are a mechanism for reporting on Social Value delivery through the Council's procurement of goods, works and services.

The report highlighted the achievements made for the first six-month reporting period between May to October 2023.

The Newport TOMs were developed from the overarching Welsh TOMs framework, which was designed around the seven wellbeing goals of the Well-being of Future Generations (Wales) Act 2015.

The methodology was developed in conjunction with the Welsh Local Government Association (WLGA) National Procurement Network and the National Social Value Task Force Wales, which was a cross-sector working group combining both public and private sector organisations. Many of the measures within the framework were representative of the monetary value assigned to them and that measure brought in an added social value. These were used consistently across Wales.

For this first reporting period, being May to October 2023, a total of £991,984 pounds worth of social value was delivered through tenders undertaken during this time.

A large proportion of this total was made up of employees that live within the boundary of Newport City Council who had been hired or retained to work on the contracts. This added social value for local employees representing some £890,000 of the total achieved.

All the contracts measured demonstrated that staff engaged were paid at least the real Living Wage Foundation rate, as opposed to the basic National Minimum Wage.

Cabinet noted the content of the report, and the achievements made during this first reporting period, which demonstrated the added social value that contracts brought to the wider community and showed commitment to the wellbeing of future generations.

Comments of Cabinet Members:

- Councillor Davies was pleased with the £1M social value delivered in six months which was outstanding. Whilst this was a measure that the Council was using, Councillor Davies reflected on the fact that all officers were working hard to put value in what they and public sector partners did, working hard for the community.
- Councillor Hughes added that the report was about common values and confirmed that strong financial decisions could be made whilst still prioritising the Council's commitments to cultural, social, and economic values. Councillor Hughes was therefore pleased to note the successes.
- Councillor Forsey reflected on the excellent work and outcomes outlined in the report which benefited the local area and people. The report showed an increase of 28% from the previous six-month period and exceeded the Council's target.
- Councillor Harvey noted that the report covered all services including grassroots sports, foodbanks, and supporting and promoting charities. Councillor Harvey congratulated the Leader and staff on the results in the report.
- The Leader once again thanked the team of officers for taking this forward and showing the Council's commitment to the wellbeing of future generations.

Decision:

That Cabinet:

Noted the social value outcomes to date in Appendix A, where TOMs were included in the tender/contract.

7 NCC External Pressures - Cost of Living

The Leader presented an update on the external pressures impacting the delivery of Council services, which provided a summary of the Council's response to these pressures.

The main challenges facing Newport was the cost-of-living crisis, pressures on housing and homelessness services, and changes in the asylum process.

The Council was responding to these challenges through collaboration and partnership working to provide support, advice, and guidance to residents.

The report provided examples of activities and support offered during this period, including targeted support within temporary accommodation hostels, providing warm snacks to young people, facilitating sessions for families in debt, and distributing food packs to those in need.

The Council also worked closely with partners to coordinate support over the next few months.

The Leader took the opportunity to urge residents experiencing difficulties to contact the Council for information and signposting on the advice and support available, in person, by phone or by visiting our support and advice pages on the website.

Over the coming months officers would be promoting the facility for residents to choose how to spread their council tax bills as a way of supporting residents with lowering monthly outgoings. Residents could choose the plan that best fitted their individual circumstances with 3,6,10 and 12 monthly plans available.

It was encouraging to see the number of partnership events and activities across the city during the last period and to see planning for events and roadshows.

Shared Prosperity Funding was secured to support the delivery of Warm Spaces during Winter months. This funding provided small grants directly to third-sector organisations supported by Gwent Association of Voluntary Organisations (GAVO).

The Leader continued to advocate for partnership working as being vital in supporting residents and businesses and encouraged anybody in need to access the support available.

Comments of Cabinet Members:

- Councillor Harvey referred to warm spaces where the report highlighted that there were 16 in place. Councillor Harvey was pleased to note that there were now 25 warm hubs and in the last month, these hubs welcomed over 3,000 residents to come in for tea/coffee and company. Councillor Harvey thanked staff involved in the fantastic initiative and was proud to support this.
- Councillor Marshall mentioned the events taking place during half term, a lot of which were free. Councillor Marshall also wanted to remind people that there were always spaces to go to, including coffee mornings run by Community Connectors which offered company and support.
- Councillor Davies referred to school anti-poverty roadshows which were ongoing. Councillor Davies thanked officers for supporting families and signposting them to grants and facilities which are available, and the difference this made to the community.

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.

8 Work Programme

This was the regular monthly report on the work programme.

Decision:

Cabinet agreed the Work Programme.

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Report



Cabinet

Part 1

Date: 6 March 2024

Subject **Quarter 3 2023/24 Corporate Risk Register Update**

Purpose To present the Council's Corporate Risk Register for the end of Quarter 3 (1st October 2023 to 31st December 2023).

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 3, there were 15 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); 7 Major risks (risk scores 7 to 14); that are outlined in the report. In comparison to the Quarter 2 corporate risk register, one risk score decreased (Failure to achieve completion of the Internal Audit Plan). All remaining risks did not change score.

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.

Proposal Cabinet is asked to consider the contents of the quarter three 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, the 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.

Newport City Council will be implementing its new Risk Management Policy following Cabinet’s approval in March 2024. 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.

Newport City Council – Quarter 3 Service Area Risk Summary

Appendix 2 of the report provides an overview of the Council’s overall risks reported at the end of Quarter 2. This includes corporate and service area risks across the Council’s service areas. In summary, the Council had 43 risks of which:

Total Risks at Q2	Risk Scores Increased since Q2	Risk Scores Decreased since Q2	No Change since Q2	New Risks Since Q2	Closed Risks Since Q2	Escalated Risks ⁻¹	De-escalated Risks ⁻²
43	2	2	39	0	0	0	0

Newport City Council Quarter 3 Corporate Risk Register Summary

At the end of Quarter 3, the Council’s Corporate Risk Register included 15 of the 43 risks that are considered to pose the most risk to the delivery of Council services and achievement of its strategic priorities. The 15 Corporate Risks consisted of:

- 8 Severe risks (15 to 25)
- 7 Major Risks (7 to 14)

In comparison to the Quarter 2 corporate risk register, one risk (Failure to achieve completion of the Internal Audit plan) decreased from 16 to 9. All other risk scores remained the same as quarter 2. Summary of the risk is provided below.

Risk	Risk Summary	Q1 Risk Score	Q2 Risk Score	Summary
<p>Failure to achieve completion of the annual Internal Audit Plan</p> <p><i>Leader of Newport City Council</i></p> <p><i>Transformation & Corporate / Finance</i></p>	<p>The Internal Audit (IA) Plan comprises of opinion and non-opinion related audit jobs and is based on a number of audit days available to undertake the work. If not enough opinion related jobs are completed to draft report stage by the end of the financial year this could impact on the Chief</p>	16	9	<p>At the of quarter 3, there has been good progress made by the Internal Audit team in the delivery of the Audit Plan for 23/24. Since the previous quarter, the Council has recruited 2 auditors and have agreed for South West Audit Partnership (SWAP) to undertake further work.</p>

Risk	Risk Summary	Q1 Risk Score	Q2 Risk Score	Summary
	Internal Auditor's ability to provide an overall opinion on the adequacy of the internal control environment, governance arrangements and risk management processes operated within the Council.			

Appendix 1 - Quarter 3 Corporate Risk Heat Map and Risk Profile

Appendix 2 – Quarter 3 Newport City Council's Service Area Risk Summary.

Appendix 3 – Newport City Council's Quarter 3 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 2022-27

Service Plans 2022-24

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.

There are a number of risks with either a direct or indirect financial impact. For example, the risk around balancing the medium-term financial position is currently rated as severe, due to the high inflationary environment and increasing demand for services. Whilst balanced budgets for 2023/24 and 2024/25 were achieved, the challenge of achieving that over the medium term remains, with further difficult decisions being required to do that. It is noted that the risk surrounding the Internal Audit service has

been downgraded. Whilst it is clearly positive that good progress has been made in the delivery of the audit plan, close monitoring will be required to ensure that this position is maintained.

As well as risks specific to the Finance service, the report highlights high levels of risk in a number of areas, such as Children's Services, homelessness, the property estate and the highways network. These areas all result in financial pressures, either due to increasing demand for services or the challenges in maintaining assets to an appropriate level. As a result of their high significance, these particular pressures are specifically referenced within the Council's budget for 2024/25, with investment being made in all of these areas in response to those pressures.

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 and 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. As the report notes above, the majority of the risk scores remained the same in quarter 3, with only one change to the risk score relating to achievement of the internal audit plan, for which the score decreased.

Comments of Head of People, Policy and Transformation

Effective monitoring and reporting of 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 Internal Audit review of the Council's risk management arrangements confirmed that the Council has 'Substantial' (highest assurance rating) and effective processes in place to manage, identify and monitor its risks. The new Risk Management Policy (presented to Cabinet in March 2024) will set the necessary appetite and arrangements to deliver the Council's strategic priorities.

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)

No recommendations or comments were made for the Council's Cabinet to consider following the quarter 2 update in November 2023. The Council's Governance and Audit Committee will receive the quarter 3 update in March 2024.

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 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.

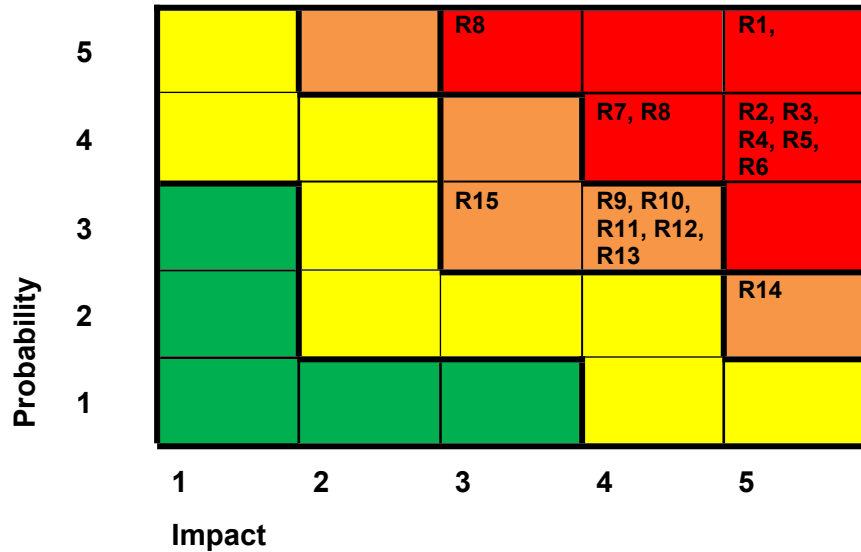
Background Papers

[Quarter 2 Corporate Risk Report \(December 2023\)](#)

Risk Management Policy 2020-22

Dated: 2nd February 2024

Appendix 1 – Quarter 3 2023/24 Risk Heat Map



Corporate Risk Heat Map Key (Quarter 3 2023/24)	
R1 - Pressure on the delivery of Children Services	R9 - Cyber Security
R2 - Pressure on Adult & Community Services	R10 - Schools Finance / Cost Pressures
R3 - Balancing the Council's Medium-Term budget	R11 - Demand for ALN and SEN support
R4 - Highways Network	R12 - Educational Out of County Placements
R5 - Pressure on Housing and Homelessness Service	R13 - Welsh Government's Net Carbon Zero Target by 2030
R6 - Newport Council's Property Estate	R14 - City Centre Security and Safety
R7 - Stability of Social Services Providers	R15 - Failure to achieve completion of the annual Internal Audit Plan
R8 - Eliminate Profit from Social Care	

Risk Score Profile between Quarter 4 2022/23 and Quarter 3 2023/24

Risk Reference	Risk	Lead Cabinet Member(s)	Lead Directorate / Service Area	Risk Score Q4 2022/23	Risk Score Q1 2023/24	Risk Score Q2 2023/24	(Current) Risk Score Q3 2023/24	Target Risk Score
R1	Pressure on the delivery of Children Services	Cabinet Members for Social Services	Social Services / Children Services	25	25	25	25	12
R2	Pressure on Adult & Community Services	Cabinet Members for Social Services	Social Services / Adult Services	20	20	20	20	12
R3	Balancing the Council's Medium-Term budget	Leader of the Council / Cabinet	Transformation & Corporate / Finance	20	20	20	20	10
R4	Highways Network / Infrastructure	Cabinet Member for Infrastructure & Assets	Environment & Sustainability / Infrastructure	20	20	20	20	15
R5	Pressure on Housing and Homelessness Service	Cabinet Member for Strategic Planning, Regulation & Housing	Environment & Sustainability / Housing & Communities	20	20	20	20	12
R6	Newport Council's Property Estate	Cabinet Member for Infrastructure & Assets	Transformation & Corporate / People, Policy & Transformation	16	16	20	20	12
R7	Stability of Social Services Providers	Cabinet Members for Social Services	Social Services / Adult Services	20	20	16	16	12
R8	Eliminate Profit from Social Care	Cabinet Members for Social Services	Social Services / Children Services	15	15	15	15	4
R9	Information and Cyber Security	Cabinet Member for Organisational Transformation	Transformation & Corporate / People, Policy & Transformation	12	12	12	12	8
R10	Schools Finance / Cost Pressures	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	12	12	12	12	12

Risk Reference	Risk	Lead Cabinet Member(s)	Lead Directorate / Service Area	Risk Score Q4 2022/23	Risk Score Q1 2023/24	Risk Score Q2 2023/24	(Current) Risk Score Q3 2023/24	Target Risk Score
R11	Demand for ALN and SEN support	Deputy Leader & Cabinet Member for Education & Early Years	Chief Executive / Education Services	12	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	4
R13	Welsh Government's Net Carbon Zero Target by 2030	Cabinet Member for Climate Change & Biodiversity	Environment & Sustainability / Environment & Public Protection	12	12	12	12	2
R14	City Centre Security and Safety	Cabinet Member for Infrastructure & Assets	Environment & Sustainability / Infrastructure	10	10	10	10	9
R15	Failure to achieve completion of the annual Internal Audit Plan	Leader of the Council	Transformation & Corporate / Finance	12	16	16	9	6

Appendix 2 – Quarter 3 23/24 NCC Service Area Risk Summary

Directorate	Service Area	Total Q3 Risks	Risk Scores Increased since Q2	Risk Scores Decreased since Q2	No Change since Q2	New Risks Since Q2	Closed Risks Since Q2	Escalated Risks ^{*1}	De-escalated Risks ^{*2}
Chief Executive	Education	5	0	0	5	0	0	0	0
	Regeneration & Economic Development	4	1	0	3	0	0	0	0
Environment & Sustainability	Environment & Public Protection	4	0	0	4	0	0	0	0
	Housing & Communities	3	0	0	3	0	0	0	0
	Infrastructure	5	0	0	5	0	0	0	0
Social Services	Adult Services	4	0	0	4	0	0	0	0
	Children Services	3	0	0	3	0	0	0	0
	Prevention & Inclusion	1	1	0	0	0	0	0	0
Transformation & Corporate	Finance	6	0	1	0	0	0	0	0
	Law & Standards	2	0	0	2	0	0	0	0
	People, Policy & Transformation	6	0	1	5	0	0	0	0
Total		43	2	2	39	0	0	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

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 Page 23	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.	<u>Corporate / Project</u> 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 powers. 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.	<u>Corporate / Project</u> 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 24	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.

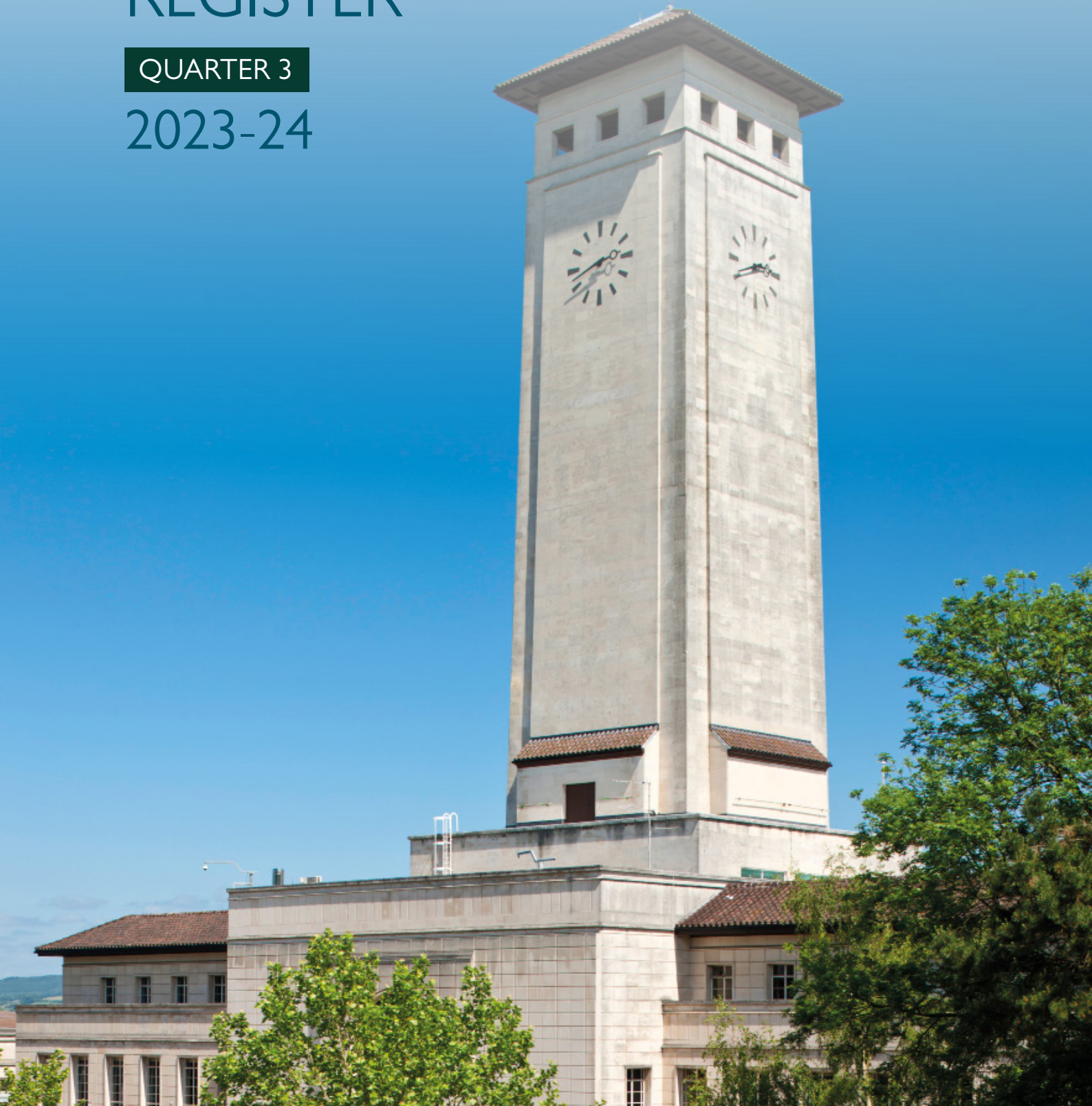


NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

CORPORATE RISK REGISTER

QUARTER 3




2023-24






Corporate Risk Report Definitions

Direction of Risk

The change of risk score between previous quarter and the current quarter being reported.

Direction of Risk	Definition
	The risk score has decreased / improved since the last quarter update.
	The risk score has increased / worsen since the last quarter update.
	The risk score has remained the same since the last quarter update.

Risk Mitigation Action Plan

RAG Assessment	Definition
	Action is on track to be completed by the Agreed target date.
	Action is mainly on track with some minor issues preventing the action being completed by the agreed target date. Management interventions required to improve performance and close monitoring by the Head of Service / Service Management Team.
	Action is not on track with major issues preventing the action being completed by the agreed target date. Immediate management interventions and escalation to Directorate Management Board required to improve performance.

Abbreviations

ALN – Additional Learning Needs
 BP – Business Partner
 CCP – Climate Change Plan
 DOR – Direction of Risk.
 IA – Internal Audit
 LAEP – Local Area Energy Plan
 MTFP – Medium Term Financial Plan
 NCC – Newport City Council
 OOC – Out of County
 PPT – People Policy & Transformation
 RAG – Red / Amber / Green
 RSL – Registered Social Landlord
 SEN – Special Education Needs
 SRS – Shared Resource Service (Newport Council's IT Partner)
 WLGA – Welsh Local Government Association
 YJS – Youth Justice Service
 'Name' – Project – Defines a programme or project monitoring from service area plans

Balancing the Council's Medium Term Budget

Risk Overview	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years
Parent Service(s)	Finance (sv)
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Finance reported to key strategic boards on monthly basis e.g. Executive Board, Directorate Management Boards, Corporate Management Team, Service Area Management teams. Finance updates reported to Cabinet on revenue and capital position. Corporate Governance and Council Constitution sets roles and responsibilities of financial management.
Internal Controls & Processes	<ul style="list-style-type: none"> Monthly finance (revenue and capital) forecasting of budgets to identify budget pressures and savings. Finance Business Partners supporting budget holders / senior managers. Budget setting process with senior officers / budget holders. Includes consultation with public and other key stakeholders.
Other Arrangements	<ul style="list-style-type: none"> Regulatory / Audit Wales review of Council finances. Internal Audit reviews of finance and financial controls. Local authority network and reporting to Society of Welsh Treasurers and Welsh Government.

Direction of Risk

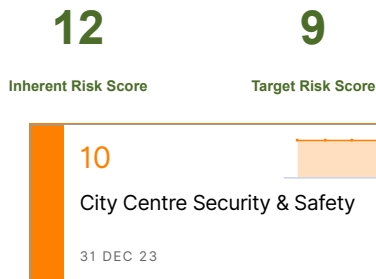
	DoR	Comment
Balancing the Council's Medium Term Budget	➔	As at the end of Quarter 3, the Council had received the draft settlement figure from Welsh Government for 2024/25, which confirmed the likely funding levels for the following year. This enabled a draft budget to be developed for the purpose of consultation, for consideration by Cabinet in January. The provisional funding levels reduced the budget gap and it is hopeful that a balanced budget can be set for the forthcoming year, although this won't be confirmed until February. However, the medium term outlook remains extremely challenging and difficult decisions will be required in order to balance the budget for 2025/26 and beyond, which is the reason for the risk rating remaining unchanged from previous quarters.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Finance Business Partner reviews of service area monitoring positions	01 Jun 2023	31 Jan 2024	31 Jan 2024	★
 Regular discussion with Society of Welsh Treasurers.	01 Jul 2023	29 Feb 2024	29 Feb 2024	★
 Senior leadership and Cabinet engagement int MTFP preparations	01 Jun 2023	31 Mar 2024	31 Mar 2024	★

City Centre Security & Safety

Risk Overview	Minimise the risks and disruption to people and businesses due major incidents or deliberate acts that pose hazards to people and business and can result in structural damage; damage/disruption to infrastructure and utilities; impacts on business continuity, reputation, and the economy, in both the city centre and affected surrounding areas.
Parent Service(s)	Infrastructure (sv)
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> The Protect Duty Act is currently going through Parliament, which will create a statutory duty for Counter Terrorism preparedness to be undertaken across all city centres across the UK. Newport City Council along with the Wales Extremism Counter Terrorism Unit (WECTU), Heddlu Gwent Police and other emergency services have formed the Newport City Council Protectiveness Security and Preparedness Groups (PSPGs), chaired, and led by NCC. A key role of PSPGs will be the multi-agency assessment of current risk and vulnerabilities, and provision of effective mitigation in a proportionate manner. PSPGs will also ensure responsibilities under the new Protect Duty are discharged.
Internal Controls & Processes	<ul style="list-style-type: none"> Included in the NCC Infrastructure Service Area Plan is the objective to ensure Newport City Council is meeting its requirements under the Civil Contingencies Act, by developing and having in place effective governance and control arrangements to identify, prepare and respond to events in Newport. Supporting this objective, the Council has a well-established and integrated Corporate Emergency Management Plan, which outlines arrangements which are intended to assist the co-ordination of the Authority's response to any actual, or threatened incident, or emergency, while maintaining normal services as far as possible. The plan provides a flexible framework of procedures to enable a quick, effective, and appropriate response to mitigate the effects of an incident or emergency that may have an impact on the Council's response. The Council's Emergency Management Structure provides a framework of integrated emergency management to ensure co-ordination within the Council and with external agencies. The structure enables the Council to respond at an operational, tactical, and strategic level. At a strategic level in any incident a Gold Duty Officer (Chief Executive, Strategic Director, Head of Service) will be available to decide on what actions to take. Via the Civil Contingencies Duty Officer systems, the Council also provides 365 24/7 incident response. Consideration to be given to incorporating structured and strategic conversations about security and counter terrorism into pre application stage of major developments.
Other Arrangements	<ul style="list-style-type: none"> Through the duties of the Civil Contingencies Act 2004, that Council also works in partnership with key responding agencies, including the emergency services, to ensure a timely and effective multi agency response to incidents. Multi Agency Plans and Procedures are developed via the Gwent Local Resilience Forum. Due to significant recent major incidents across the UK (Manchester Arena Bombing) the Council with its partners review any recommendations resulting from inquiries to ensure that where necessary appropriate learning is integrated into existing plans and procedures.

Direction of Risk

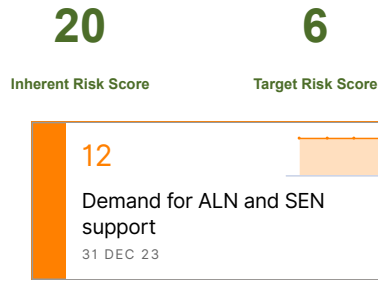
	DoR	Comment
City Centre Security & Safety	→	Although the risk score for Q3 remains the same, work is continuing with partners to assess the risks of incidents occurring and improve the infrastructure required to minimise these risks and mitigate any impacts. The work with colleagues in Counter Terrorism Policing Wales to assess city centre security measures by not only geographical zones but also business/sector type zones, will commence at the beginning of January 2024, with the intention that this new initiative will support enhanced liaison and buy-in from business across the city centre area. In addition, during Q3, work has been undertaken to identify two suitable locations should there be a requirement to provide shelter, security and safety to those impacted by an incident in the city centre that requires an evacuation. Training sessions have been undertaken with Newport Live Officers that would have the responsibility in the first instance to manage these locations.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
<input checked="" type="checkbox"/> City Centre Training to Businesses	28 Feb 2020	31 Mar 2024	31 Mar 2024	●
<input checked="" type="checkbox"/> Co-ordinated evacuation arrangements	31 Mar 2020	31 Mar 2024	31 Mar 2024	●

Demand for ALN and SEN support

Risk Overview	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.
Parent Service(s)	Education Services (sv)
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Schools Forum review and agree funding formulas and funding arrangements for school Schools Forum Finance sub-group. ALN Panel scrutinise pupil information to identify if a specialist placement is needed as part of their statutory duty.
Internal Controls & Processes	<ul style="list-style-type: none"> ALN Implementation finance subgroup review and discuss a number of funding formula models and agree on the most appropriate to be presented firstly to the Schools forum Finance Sub-Group and if in agreement will be presented at Schools Forum for ratification. ALN Panel scrutinise pupil information to identify if a specialist placement is needed as part of their statutory duty. Specific OOC ALN Officer responsible for monitoring OOC provision and where possible look for local alternative provision.
Other Arrangements	<ul style="list-style-type: none"> Newport LA has commissioned 14 places at Catch 22 a primary age Social, Emotional, Behaviour Difficulties Independent Education Provider to reduce the risk of pupils requiring OOC placements.

Direction of Risk

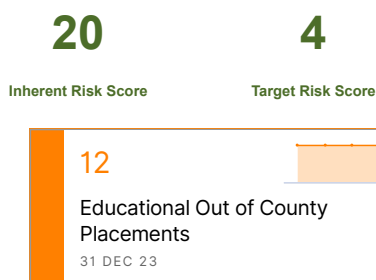
	DoR	Comment
Demand for ALN and SEN support	➔	The risk score has remained static as we continue to maintain the risk within the service area. However, there are increasing financial pressures on schools due to the expectations of ALN reform and the increase of complex pupils. Headteachers have reported that they are struggling to fund the additional learning provision for some of their pupils. We are seeing an increase in referrals for specialist provision. The primary Learning Resource Bases are full, and a waiting list is in place, Ysgol Bryn Derw is oversubscribed by 16 pupils. Our other specialist provisions are either full or have very few spaces left.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Develop a Post – 16 Transition Plan to support ALN learner at all points of transition.	01 Sep 2022	31 Mar 2024	31 Mar 2024	★
 Develop feedback system for learners, parents & carers to support effective stakeholder engagement	01 Nov 2022	31 Mar 2024	31 Mar 2024	★
 Embed anti-poverty strategy across Education Service	01 Sep 2022	31 Mar 2024	31 Mar 2024	★
 Implement the ALN and Educational Tribunal Act 2018...	01 Apr 2022	31 Mar 2024	31 Mar 2024	★

Educational Out of County Placements

Risk Overview	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.
Parent Service(s)	Education Services (sv)
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> ALN Panel scrutinise pupil information to identify if a specialist placement is needed as part of their statutory duty. Procurement and Head of Service approval needed for OOC placements.
Internal Controls & Processes	<ul style="list-style-type: none"> ALN Panel scrutinise pupil information to identify if a specialist placement is needed as part of their statutory duty. Monthly budget monitoring and review of cost of planned OOC placements Procurement and Head of Service approval needed for OOC placements. Specific OOC ALN Officer responsible for monitoring OOC provision and where possible look for local alternative provision.
Other Arrangements	<ul style="list-style-type: none"> Newport LA has commissioned 14 places at Catch 22 a primary age Social, Emotional, Behaviour Difficulties Independent Education Provider to reduce the risk of pupils requiring OOC placements.

Direction of Risk

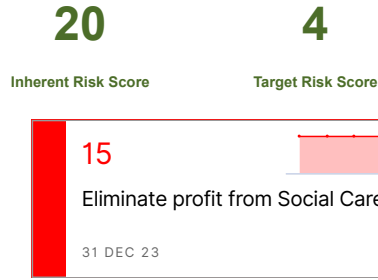
	DoR	Comment
Educational Out of County Placements	→	The OOC risk remains static this quarter. Although there has been a rise in the need for specialist placements - OOC placements have risen to 98 compared to 96 in the last quarter, these additional costs are being managed within the service area. Education and Finance are closely monitoring the in-year budget pressure to mitigate the risk for the remainder of the financial year.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Develop a Post – 16 Transition Plan to support ALN learner at all points of transition.	01 Sep 2022	31 Mar 2024	31 Mar 2024	★
 Develop feedback system for learners, parents & carers to support effective stakeholder engagement	01 Nov 2022	31 Mar 2024	31 Mar 2024	★
 Embed anti-poverty strategy across Education Service	01 Sep 2022	31 Mar 2024	31 Mar 2024	★
 Implement the ALN and Educational Tribunal Act 2018...	01 Apr 2022	31 Mar 2024	31 Mar 2024	★

Eliminate profit from Social Care

Risk Overview	Increased pressure on Local Authorities to ensure children are placed in accommodation which does not make profit from children by 2027 as part of Welsh Government Legislation. Although Welsh LA's support this in principle it may lead to LA's being forced into developing unregistered emergency placements for children. This is costly and could lead to prosecution of the Head of Children's Services.
Parent Service(s)	Children Services (sv)
Lead Cabinet Member(s)	Cabinet Member for Social Services



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Children Services is working both nationally and regionally to create opportunities to reduce the risks. The Council's Corporate Plan and Service Plan has identified this as a strategic priority to deliver over the next 5 years. Regional collaborative working to identify options and opportunities to create in-house services. Bids have been submitted to WG to develop care homes for children and to assist with developing edge of care provisions in order to reduce the numbers of children entering the care system.
Internal Controls & Processes	<ul style="list-style-type: none"> Newport Council has several settings such as Windmill Farm, and Rosedale Cottage which provide in-house provision which is also available to other local authorities. Bids have been submitted to Welsh Government to develop further provision in Newport. Newport fostering team has a recruitment campaign which is aligned with Foster Wales
Other Arrangements	<ul style="list-style-type: none"> Newport is working with Action for Children to develop a local residential provision for our disabled children and developing further residential provision for our Unaccompanied Asylum Seeker Children. NCC has submitted a bid to Welsh Government for revenue funding up to £15m to support the delivery of this new requirement over the next 3 years. The funding will be used to develop projects to build in-house placement sufficiency. However, after the three year period it is uncertain whether NCC will receive additional funding. It is anticipated for NCC to be notified by the quarter 3.

Direction of Risk

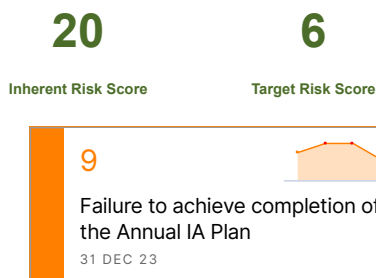
	DoR	Comment
Eliminate profit from Social Care	→	Eliminate continues to be a significant risk for both CS and the Council as a whole due to the financial commitment that will be required to ensure that we are self-sufficient by April 2027. A considerable amount of work is underway in order to prevent children coming into care and to ensure that we have enough not for profit accommodation for our children looked after. Newport remains in a stronger position than most Welsh LA's however we will require additional resources if we are to meet self-sufficiency by 2027.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Focus on developing specialist fostering placements with psychological support.	01 Oct 2022	31 Mar 2024	31 Mar 2024	●
 Increase the proportion of foster care provision within Newport.	01 Oct 2022	31 Aug 2024	31 Aug 2024	★
 Residential Children's Homes Programme - Project	01 Apr 2021	31 Mar 2028	31 Mar 2028	●

Failure to achieve completion of the Annual IA Plan

Risk Overview	The Internal Audit (IA) Plan comprises of opinion and non-opinion related audit jobs and is based on a number of audit days available to undertake the work. If not enough opinion related jobs are completed to draft report stage by the end of the financial year this could impact on the CIA's ability to provide an overall opinion on the adequacy of the internal control environment, governance arrangements and risk management processes operated within the Council.
Parent Service(s)	Finance (sv)
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> The Internal Audit team report to the Council's GAC, on the delivery of the Internal Audit Plan. Additional arrangements will be put in place for regular updates to be provided by the Head of Finance and Director of Transformation & Corporate on the delivery of the Audit Plan, recruitment of officers and exploration of potential options for the long term arrangements for the Internal Audit function.
Internal Controls & Processes	<ul style="list-style-type: none"> As part of the Council's duty, the Audit Plan target for 23/24 has reduced from 80% to 50%. The Acting Chief Internal Auditor and Head of Finance are also reviewing the current Internal Audit Plan to prioritise work on the highest risk areas of the Council. Staffing support counter fraud activity including investigations.
Other Arrangements	<ul style="list-style-type: none"> Internal Audit will call in external audit provision through the South Wales Audit Partnership service to support the delivery of high risk audit jobs. Head of Finance and Director for T&C are also exploring long term Internal Audit arrangements for the delivery of the Internal Audit service. This would bring other potential advantages such as access to wider skills and improved resilience.

Direction of Risk

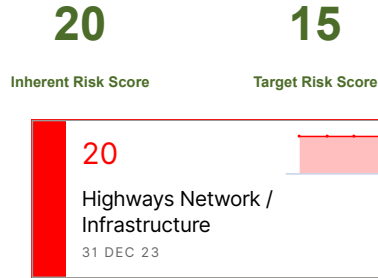
	DoR	Comment
Failure to achieve completion of the Annual IA Plan	↓	At the of quarter 3, there has been good progress made by the Internal Audit team in the delivery of the Audit Plan for 23/24. Since the previous quarter, the Council has recruited 2 auditors and have agreed for SWAP to undertake further work.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Review & assess long term arrangements for the Internal Audit service	01 Aug 2023	30 Sep 2024	30 Sep 2024	★
 Review and deliver a revised Internal Audit plan for 23/24	01 Aug 2023	31 Mar 2024	31 Mar 2024	★
 Undertake urgent recruitment to fill vacancies in the Internal Audit Team	01 Aug 2023	31 Jan 2024	31 Jan 2024	★

Highways Network / Infrastructure

Risk Overview	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.
Parent Service(s)	Infrastructure (sv)
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets



Existing Arrangements to Manage Risk

Governance	<p>Highway Asset Management Plan</p> <ul style="list-style-type: none"> A quinquennial Highway Asset Management Plan (HAMP) is produced by City Services, which was last refreshed in 2019. It seeks to document the activities, processes, and information to support strategic investment decisions and long-term maintenance planning. It provides information on the assets we have responsibility for, monitors how they are performing, documents their depreciation and confirms levels of funding required to mitigate the demands placed upon them. <p>Highway Annual Status and Options Report</p> <ul style="list-style-type: none"> The highway Annual Status and Options report is a product of the HAMP that records the condition of the assets and seeks to identify and prioritise the funding need. The report sets out the status of our assets in terms of extent, value and condition and presents the projected outcome of identified investment options. <p>Highway Maintenance Manual</p> <ul style="list-style-type: none"> The Highway Maintenance Manual documents how the council manages the city's highway maintenance. It sets out how, as highway authority, it discharges its duties and the management of user risk.
Internal Controls & Processes	<ul style="list-style-type: none"> To ensure the asset condition, maintenance requirement and its associated risk to the highway user is understood, the service area undertakes the following internal controls and processes: <p>Reactive Safety Inspections</p> <ul style="list-style-type: none"> These are inspections undertaken in response to stakeholder notification of potential maintenance defects <p>Routine Inspections</p> <ul style="list-style-type: none"> This is a regime of planned safety inspections designed to identify defects that have the potential to cause harm to users and defects that require repair in order to prevent escalation of deterioration and increased (avoidable) maintenance needs. <p>Condition Surveys</p> <ul style="list-style-type: none"> These are both visual and specialist road condition "machine based" surveys, that record the condition of components of the asset to enable a programme of renewal/replacement to be prepared
Other Arrangements	<ul style="list-style-type: none"> The Highway Asset Management Plan projects an anticipated annual capital investment of £500k and an anticipated £1.86m revenue investment through to the end of the current plan in 2023/24.

Direction of Risk

	DoR	Comment
Highways Network / Infrastructure	→	<p>Nationally, the condition of the country's highway infrastructure asset continues to be a cause of concern as a result of historic under investment.</p> <p>Within Newport, the annual highway network investment has continued to decrease over time whilst the number of roads maintainable at public expense and asset usage has continued to rise. Investment levels are failing to maintain "steady State" as a minimum asset condition. Therefore, asset condition continues to deteriorate year on year.</p> <p>In addition to the impact of increased vehicles and usage of assets, increases in permitted axle weights, wetter winters and hotter summers are all resulting in accelerated deterioration and unpredictable asset failure.</p> <p>2022/23 saw a significant decline in highway asset condition, especially within the carriageway and structures (bridges) asset groups. This is anticipated to continue this financial year.</p>

Risk Mitigation Action Plan

The current risk assessment has identified no further action can be undertaken to manage the risk. Ongoing assurance and assessment of the risk will be provided through regular risk reviews by the Directorate / service area and through its internal / external audit assurance activity.

Information and Cyber Security

Risk Overview	Management and security of the Council's data to protect from being accessed and processed inappropriately. This includes preventing inappropriate access, loss, theft, and malicious attacks to maintain business continuity and integrity of our data.
Parent Service(s)	People, Policy & Transformation (sv)
Lead Cabinet Member(s)	Cabinet Member for Organisational Transformation



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Existing governance is documented in the council's information risk management policy. This includes internal groups such as the Information Governance Group chaired by the Director – Transformation and Corporate and the Data Protection Group. It also includes roles of Senior Information Risk Owner (SIRO), Data Protection Officer (DPO), the Information Management team and a designated Cabinet Member with this strategic responsibility. The Annual Information Risk Report is formally reviewed by Overview Scrutiny Management Committee and Cabinet Member – Organisational Transformation. Existing Organisation / Service Area management structure to report and escalate issues to senior officers. Also could be a Programme / Project Board, Task & Finish Group or other governance group which are aware and have oversight of the risk.
Internal Controls & Processes	<ul style="list-style-type: none"> 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. Data Protection Impact Assessments (DPIA's) are carried out and an Information Risk Register is managed. 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.
Other Arrangements	<ul style="list-style-type: none"> Audit Wales conducts independent reviews including on cyber security. The council is a member of the Warning and Reporting Point (WARP). Shared Resource Service is responsible for the Council's management of systems and processes.

Direction of Risk

	DoR	Comment
Information and Cyber Security	➔	<p>The overall risk score is unchanged. Previous improvements included Security Operations Centre (SOC) and Security Information and Event Management (SIEM) implementation and migration of the Council's data centre with improved back up facilities to the cloud.</p> <p>Existing governance is documented in the council's updated information risk management policy including the Information Governance Group, Senior Information Risk Owner (SIRO) role and the Annual Information Risk Report. Annual IT Health Check is completed in line with the requirements of the Public Services Network (PSN) and compliance was achieved June 2023. The latest Annual IT Health Check was carried out in July 2023 and good progress to date made against vulnerabilities identified. Technical controls are in place alongside physical security measures. The council's IT Service, the Shared Resource Service (SRS), supports through their security function and joint processes for out of hours incidents.</p> <p>The action plan in relation to the Audit Wales review of Cyber Security is in progress with member training completed and various policies reviewed.</p>

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Improve Cyber resilience and information security governance	01 Apr 2023	31 Mar 2027	31 Mar 2027	★
 Information & cyber awareness raising and training	01 Apr 2023	31 Mar 2024	31 Mar 2024	★
 Progress implementation of Audit Wales Recommendations	01 Aug 2023	31 Aug 2024	31 Aug 2024	★

Newport Council's Property Estate

Risk Overview	NCC has a significant property estate covering over 170 operational buildings (circa) such as the Civic Centre, Telford Depot, and its school estate 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.
Parent Service(s)	People, Policy & Transformation (sv)
Lead Cabinet Member(s)	Cabinet Member for Infrastructure & Assets



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> The Council's Strategy Asset Management Group is responsible for the monitoring, delivery and reporting of the Council's Assets. This is represented by senior officers from the Council and representatives from the Council's Property Services partner, Newport Norse. Capital Asset Group also monitors the Council's capital programme and reports to Executive Board. The Schools' / Social Services estate is also overseen by the officer led group which also includes representatives from the Council's Property Services partner, Newport Norse and Council representatives.
Internal Controls & Processes	<ul style="list-style-type: none"> Newport Council has a contract arrangement with Newport Norse who oversee the management and maintenance of the Council's estate. Service Areas are responsible for the building assets which they use across the Council's estate. Newport Norse are responsible for undertaking regular building condition assessments to ensure that they meet necessary legislative and building regulations. The assessments completed by Newport Norse are risk assessed and reported through the Council's governance groups. Maintenance work completed on the Council's estate is prioritised based upon risk including any reactionary / immediate work that has to be completed. School's estate is devolved to schools and managed through their arrangement with Newport Norse and the Corporate Landlord Policy establishes responsibilities also.
Other Arrangements	<ul style="list-style-type: none"> The Council's asset maintenance budget is insufficient to meet ongoing annual maintenance requirements across the property portfolio, and this is part of the asset rationalisation review. The Council has a joint venture with Newport Norse to oversee and manage the estate portfolio (including schools).

Direction of Risk

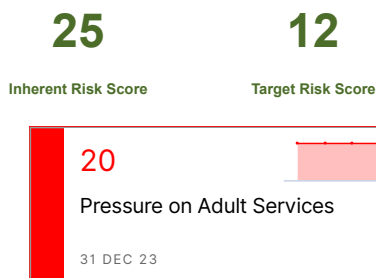
	DoR	Comment
Newport Council's Property Estate	→	There is no change in the risk score in this quarter and the Council's asset rationalisation programme continues to identify examine the long term sustainability of the Council's estate. As in previous updates, the lack of investment in previous years has contributed to increased likelihood of failures within the estate, and increased pressure on revenue budgets for reactive repair and maintenance.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Adherence to the Corporate Landlord Policy and ensuring that all Premises Managers are accountable.	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Asset Rationalisation - Project	01 Oct 2022	31 Mar 2027	31 Mar 2027	★
 Develop and manage effective contract management arrangements with Newport Norse.	01 Oct 2022	31 Dec 2025	31 Dec 2025	★
 Review building requirements for staff accommodation.	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Review NCC Strategic Asset Management Plan, and Disposal and Asset transfer strategies.	01 Oct 2022	31 Mar 2024	31 Mar 2024	★

Pressure on Adult Services

Risk Overview	There is increasing 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.
Parent Service(s)	Adult Services (sv)
Lead Cabinet Member(s)	Cabinet Member for Social Services



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Newport Council has a new structure with a Director of Social Services and three service areas to deliver Social Services. There are regular Directorate and Service Area meetings held to monitor and report the delivery of Adult Services. At a regional level the Council is part of the Regional Partnership Board which oversees the delivery of social services across Gwent. A Population Needs Assessment has been undertaken for Gwent in relation to the forecasting of demand and provision of services across Newport and Gwent.
Internal Controls & Processes	<ul style="list-style-type: none"> NCC Adult Services has various mechanisms to monitor and report on the delivery of its services through financial and non-financial performance measures. Regular reports and updates are provided through Directorate, Service and Team management levels in the organisation.
Other Arrangements	<ul style="list-style-type: none"> The delivery of Adult Services is subject to External Regulatory review through Care Inspectorate Wales. Internal Audit provide assurance in relation to the delivery of Adult Services.

Direction of Risk

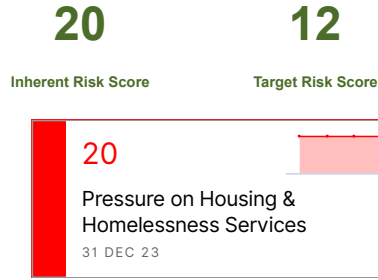
	DoR	Comment
Pressure on Adult Services	➔	Health pressures to discharge from hospitals across the region continue to provide pressure on adult services. Crisis management within health across services has a knock-on effect to the community resources and ability to maintain vulnerable adults within their own homes through reablement and social care services.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Appointeeship Service - Project	01 Apr 2021	31 Mar 2024	31 Mar 2024	★
 Dementia Hwb in Newport - Project	01 Oct 2022	31 Mar 2024	31 Mar 2024	●
 Hospital Service - Project	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Integration of Frailty service into Info, Advice & Assistance hub - Project	01 Apr 2021	31 Mar 2024	31 Mar 2024	★

Pressure on Housing & Homelessness Services

Risk Overview	Increased pressures being faced by the Council's housing service as result of new legislative requirements, lack of affordable permanent accommodation, cost of living crisis and uncertainty over future financial grants from Welsh Government
Parent Service(s)	Housing & Communities (sv)
Lead Cabinet Member(s)	Cabinet Member for Strategic Planning, Regulation & Housing



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Housing Transformation Board has been established to deliver changes required to the housing service. Housing and Homelessness including Housing Transformation Board is monitored and reported to the Environment & Sustainability Directorate Management Team and Service Management Team. Regular updates are provided to the Cabinet Member for Strategic Planning, Regulation & Housing on performance and risk. Furthermore there are existing team arrangements to monitor and report the delivery of the service. The Housing and Homelessness teams are also involved with the Strategic Housing Forum and its associated subgroups with Registered Social Landlords and Rough Sleeper Strategic Group.
Internal Controls & Processes	<ul style="list-style-type: none"> Weekly meetings are held with the finance BP to discuss budgets and forecasting. The Housing and Homelessness teams also submit monthly finance forecasts and produce quarterly performance measures to monitor performance. There are also other operational performance measures monitored and reported through the teams. The team also submit monthly Wales Housing statistics to Welsh Government.
Other Arrangements	<ul style="list-style-type: none"> Welsh Government grants were received during 2022-23 which reduce the overall spend on the housing advice and temporary accommodation service. WG has advised that additional grant funding will be forthcoming in future years but has given no indicative figures. The Housing and Homelessness teams are also involved with the Strategic Housing Forum and its associated sub groups with Registered Social Landlords and Rough Sleeper Strategic Group. NCC provides regular monitoring performance reports on its housing and homelessness position.

Direction of Risk

	DoR	Comment
Pressure on Housing & Homelessness Services	➔	Welsh Government's changes to Homelessness legislation in December 2022 continues to have an impact on the number of households whom the authority has a statutory duty to accommodate in temporary accommodation. Supply is not keeping pace with demand and the cost of living crisis has started to increase this demand further. An additional pressure emerged in the last reporting period which relates to the Home Office Streamlined Asylum Process (SAP) whereby it is estimated that additional households may require accommodation, with very little notice being given to the authority. A number of initiatives are being explored to increase the supply of temporary and permanent housing and reduce the use of bed and breakfast and hotel accommodation. A 'prevention' team has also been created with a focus on preventing homelessness wherever possible to avoid additional placements into temporary housing.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
<input checked="" type="checkbox"/> Coalition & Action Plan established for Homewards Programme.	01 Apr 2023	31 Mar 2027	31 Mar 2027	★
<input checked="" type="checkbox"/> Establish multi-agency task forces to reduce rough sleeping & homelessness	01 Apr 2023	31 Mar 2024	31 Mar 2024	★
<input checked="" type="checkbox"/> Housing Transformation - Project	01 Apr 2023	31 Mar 2025	31 Mar 2025	★
<input checked="" type="checkbox"/> Increase the number of private landlords with high quality & affordable housing	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
<input checked="" type="checkbox"/> Increase the number of Social Housing Units in Newport	01 Jun 2023	31 Mar 2024	31 Mar 2024	★
<input checked="" type="checkbox"/> Produce a Local Housing Market Assessment	01 Oct 2022	31 Dec 2024	31 Dec 2024	★
<input checked="" type="checkbox"/> Publish a Homelessness Prevention and Support Strategy for Newport	01 Apr 2023	31 Mar 2025	31 Mar 2025	●
<input checked="" type="checkbox"/> Publish Newports Rapid Rehousing Transition Plan	01 Oct 2022	31 Dec 2023	31 Dec 2023	●
<input checked="" type="checkbox"/> Restructure the Housing Service to meet service needs.	01 Jan 2023	31 Mar 2024	31 Mar 2024	●
<input checked="" type="checkbox"/> Review Temporary Accommodation in use to reduce cost	01 Apr 2023	31 Mar 2024	31 Mar 2024	★
<input checked="" type="checkbox"/> Review the Council's Empty Residential Property Action Plan	01 Jun 2023	31 Mar 2024	31 Mar 2024	★
<input checked="" type="checkbox"/> Review the HMO Licensing Scheme and take appropriate action, including licence renewal	01 Apr 2023	31 Mar 2024	31 Mar 2024	★

Pressure on the Delivery of Children Services

Risk Overview	Children Services are facing pressures to manage increase in volume of referrals and cases of children with complex needs. This is in a context of inflationary cost rises and budgets not being able to meet these cost increases; alongside recruitment and retention issues across the Social Care sector and in Newport.
Parent Service(s)	Children Services (sv)
Lead Cabinet Member(s)	Cabinet Member for Social Services



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Children Services delivered in accordance with Social Services and Well-being Act, Well-being of Future Generations and Children's Act. There are governance arrangements in place at local, regional and national levels. Directorate and Service Management Teams meet monthly to provide service and performance updates on the delivery of the service. This includes performance, finance and HR information to inform decision making. Additionally, the Council's Executive Board and Corporate Management Team has oversight in the delivery of services. At a regional (Gwent) level, Heads of Service and Director of Social Services represent Newport Council at the Regional Partnership Board. Service pressures are reported here and collaborative working between agencies and other local authorities. The Safeguarding Board and Children's Family Strategic Partnership Board collaboratively work at regional levels to monitor and manage demand issues.
Internal Controls & Processes	<ul style="list-style-type: none"> The Council's Children Services teams deliver services in compliance with the Social Services and Well-being Act and Children's Act. Internal Controls and processes are established to meet these requirements under the different Acts. WCCIS system monitors and records caseloads and case management across social services. Regular (Monthly) check ins and case management meetings are held between the Council's staff and managers to monitor and manage caseloads. Collaborative and co-production working takes place between Children Services and other agencies to manage caseloads. This includes Foster Wales. Human Resources – HR Business Partners support Managers with the recruitment and retention of staff including working the Council's Communications team to promote social care roles. Finance – monthly forecasting and monitoring of finances across Children services. Mechanisms in place to escalate budget pressures and Finance Business Partners forecasting demand pressures / resources. Commissioning and procurement to find best value for residential placements. Performance Management – Monthly reporting to Welsh Government and regular performance monitoring of services in Newport.
Other Arrangements	<ul style="list-style-type: none"> Care Inspectorate Wales (External Regulator) and Internal Audit provide assurance of governance, internal control and risk management. Third sector partnership working with Barnardos – prevention and statutory functions supporting families, MyST, residential homes provision, and Foster families.

Direction of Risk

	DoR	Comment
Pressure on the Delivery of Children Services	➔	Children Services continues to see a rise in referrals and complexity of need. Caseloads remain high due to challenges in recruitment. National, regional and local strategies are attempting to address the workforce challenges.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Access appropriate regional and National workforce development groups.	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Acquisition of new YJS intervention hub.	01 Oct 2022	31 Mar 2025	31 Mar 2025	★
 Children Services - Support staff to access social care training to social work qualification.	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Develop support provided by the YJS incorporating robust early intervention and prevention work.	01 Apr 2022	31 Mar 2024	31 Mar 2024	★

Schools Finance / Cost Pressures

Risk Overview	Cost pressures of schools are not met resulting in increased deficit budgets
Parent Service(s)	Education Services (sv)
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for Education & Early Years

20 12
 Inherent Risk Score Target Risk Score



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Structures within Education and Finance support the escalation of identified issues to senior officers, Heads of Services and Executive Board. In addition, the Schools Forum is a statutory committee which acts as a consultative body in relation to any changes to the schools funding formula, and task and finish sub-groups are created to consider specific elements where necessary. Schools Governors are also responsible for monitoring and reporting school finance positions.
Internal Controls & Processes	<ul style="list-style-type: none"> The Finance Business Partners provide a key role through their relationships with schools, and support early identification of emerging issues. Any issues are escalated to the Lead and Senior Finance Business Partners and the Assistant Head of Education to consider intervention and discussions around appropriate mitigating actions.
Other Arrangements	<ul style="list-style-type: none"> Each school has a Service Level Agreement with the Council to support them in financial planning and monitoring, although schools have a choice in the level of service they wish to procure under these arrangements.

Direction of Risk

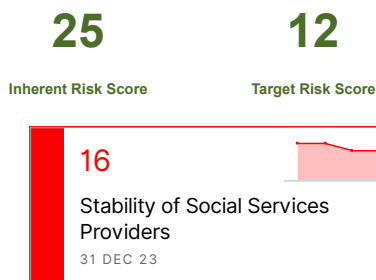
	DoR	Comment
Schools Finance / Cost Pressures	➔	School revenue budgets continue to pose a significant risk. Whilst all schools were able to set a balanced budget at the start of the financial year, this position has changed, and at the end of the autumn term 2023, two schools are now projecting to close the year in deficit. Targeted work is programmed via the Finance Team to provide specific support to these schools. Looking ahead, latest projections suggest that in the region of 12-13 schools will be unable to set a balanced budget for the 24/25 financial year. The situation moving forward therefore remains fragile and concerning.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Review approved school budgets and investigate future spend plans...	01 Apr 2022	31 Mar 2024	31 Mar 2024	

Stability of Social Services Providers

Risk Overview	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.
Parent Service(s)	Adult Services (sv)
Lead Cabinet Member(s)	Cabinet Member for Social Services



Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> Newport City Council is consistently reviewing and monitoring the provision of residential and non-residential care providers in the city and across the region. Regular Directorate and Service area meetings are held including representatives from Finance to assess and forecast the Council's financial position. Extensive work being undertaken regionally and nationally to support providers and to explore alternative models of provision. This includes Welsh Government officials and is linked to extensive focus and work with health colleagues to explore care in hospital settings and the need to provide community based care.
Internal Controls & Processes	<ul style="list-style-type: none"> The Council undertakes regular monitoring and assessment of placements and care packages across Adult Services. The Commissioning team are in weekly if not daily contact with providers in order to support packages of care. Similarly staff from the teams are in very regular contact with residential providers including links with Care Inspectorate Wales. The Council's financial monitoring and reporting of care provision is also undertaken monthly. Contract management arrangements are in place to manage provision and ensure providers meet necessary requirements, standards and provide value for money.
Other Arrangements	<ul style="list-style-type: none"> The focus on this area of work is extensive including external monitoring.

Direction of Risk

	DoR	Comment
Stability of Social Services Providers	➔	We are in a fortunate position with local providers for both domiciliary care and placements. Strong commissioning with established relationships across provider services has enabled opportunities to be creative for the needs of our citizens.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Collaborate with residential/dom care providers to ensure fair & sustainable costs are maintained	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Increase the provision of accommodation for adults with learning disabilities.	01 Oct 2022	31 Mar 2024	31 Mar 2024	★

Welsh Government's Net Carbon Zero Target by 2030

Risk Overview	Welsh Government has set a target for all public sector bodies to be net zero carbon by 2030. To achieve this target, NCC has a Climate Change Plan 2022-27 to deliver key actions and projects.
Parent Service(s)	Environment & Public Protection (sv)
Lead Cabinet Member(s)	Cabinet Member for Climate Change & Bio-diversity





Existing Arrangements to Manage Risk

Governance	<ul style="list-style-type: none"> The Climate Change Plan is overseen by the Climate Programme Board. Six subgroups are in place to lead on each of the themes which reports to the Climate Programme Board. Strategic Director (Environment & Sustainability) is the chair of the Climate Programme Board and lead officer of the Climate Change Plan. Strategic Director (Transformation & Corporate) is Deputy Lead and Vice Chair.
Internal Controls & Processes	<ul style="list-style-type: none"> Quarterly reports are reported to the Programme Board and Cabinet Member and half yearly reports are reported to Overview and Scrutiny Management Committee. An Annual Report which includes council carbon emissions is reported to Cabinet each year. Action plans are reviewed on an annual basis to agree work for the following year.
Other Arrangements	<ul style="list-style-type: none"> The council is working with partners to implement the Local Area Energy Plan which is the route map to a carbon net zero energy system by 2050 for the whole of the local authority area. The council is also working with One Newport partners to develop a Newport-wide strategy.

Direction of Risk

	DoR	Comment
Welsh Government's Net Carbon Zero Target by 2030	→	Due to an increase in resource, grant funding and engagement, our risk of not achieving our 2030 carbon neutral target is reducing. However, due to the level of capital investment required, which has been estimated at £10m per year for buildings alone, significant challenges lay ahead.

Risk Mitigation Action Plan

Mitigating Action	Start Date	Target Date	Estimated Completion Date	Performance
 Accelerate the roll out of access to Electric Vehicle charging for residents (CCP & LAEP)	01 Apr 2022	31 Mar 2024	31 Mar 2024	★
 Engagement with Newport's industrial cluster to decarbonise (CCP & LAEP)	01 Apr 2022	31 Mar 2024	31 Mar 2024	●
 Identify and apply for funding to support actions across the Climate Change Plan.	01 Apr 2022	31 Mar 2024	31 Mar 2024	●
 New buildings net zero and retrofit existing buildings (Climate Change Plan)	01 Apr 2022	31 Mar 2024	31 Mar 2024	★
 PPT support the Council's Climate Change Plan delivering Our Buildings, Our Land and Procurement	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 PPT supporting the Council's Climate Change Plan delivering its Strategic themes	01 Oct 2022	31 Mar 2024	31 Mar 2024	★
 Support Cardiff Capital Region work on regional Domestic Energy Efficient schemes (CCP & LAEP)	01 Apr 2022	31 Mar 2024	31 Mar 2024	★
 Support reducing transport emissions and develop integrated network (Climate Change Plan)	01 Apr 2022	31 Mar 2024	31 Mar 2024	★
 Support to improve organisation Climate Change Culture & Leadership	01 Oct 2022	31 Mar 2024	31 Mar 2024	★

Report

Cabinet

Part 1

Date: 6 March 2024

Subject **Newport City Council Risk Management Policy**

Purpose To approve Newport City Council's Risk Management Policy and supporting risk appetite statement which will support the delivery of the Council's Corporate Plan and Council services.

Author Chief Executive
 Director of Transformation & Corporate
 Head of People, Policy & Transformation

Ward All

Summary Newport City Council is responsible for delivering a multitude of different services and activities through its statutory and non-statutory duties. The Council faces many complex, wide ranging opportunities, challenges and risks that could prevent it from delivering these services effectively. The Council's Corporate Plan 2022-27 has set 4 Well-being Objectives and to deliver these the Council and its services will need to take well-managed opportunities and risks when making decisions.

This Risk Management Policy provides an overview of the Council's risk management arrangements and also its risk appetite statement on how the Council will manage the opportunities and risks throughout the delivery of this Corporate Plan. The Risk Management Policy has been developed in consultation with Cabinet, Governance & Audit Committee, the senior officer group and other risk related services such as Health and Safety, Insurance and Civil Contingencies.

To support the implementation and embedding of the policy, the Council will have a Risk Management procedure document with ongoing support and training provided to Elected Members and officers.

Proposal Cabinet is asked to approve the Council's Risk Management Policy and risk appetite statement.

Action by Corporate Management Team

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Governance and Audit Committee
- Executive Board
- Corporate Management Team

Signed

Background

Newport City Council is responsible for delivering a multitude of different services both statutory and non-statutory to residents, businesses and other service users. The Council faces many complex, wide ranging opportunities, challenges and threats that could prevent services from being delivered effectively. The Council's [Corporate Plan 2022-27](#) has set four Well-being Objectives that support the Council's mission to deliver an *Ambitious, Fairer and Greener Newport for everyone*. To deliver these objectives and its services, the Council will need to take well managed opportunities and risks in the decisions that are made at all levels of the organisation. The purpose of this Risk Management Policy is to:

- i) Outline the Council's commitment to risk management, providing a framework for continuing to embed risk management across the organisation.
- ii) Set the Council's appetite for managing risk(s), and the risk culture of the organisation to deliver the Council's Corporate Plan, strategic objectives and statutory duties.
- iii) Implement a separate Risk Management Procedure and supporting documents to embed the Council's Risk Management Policy and risk appetite statement.

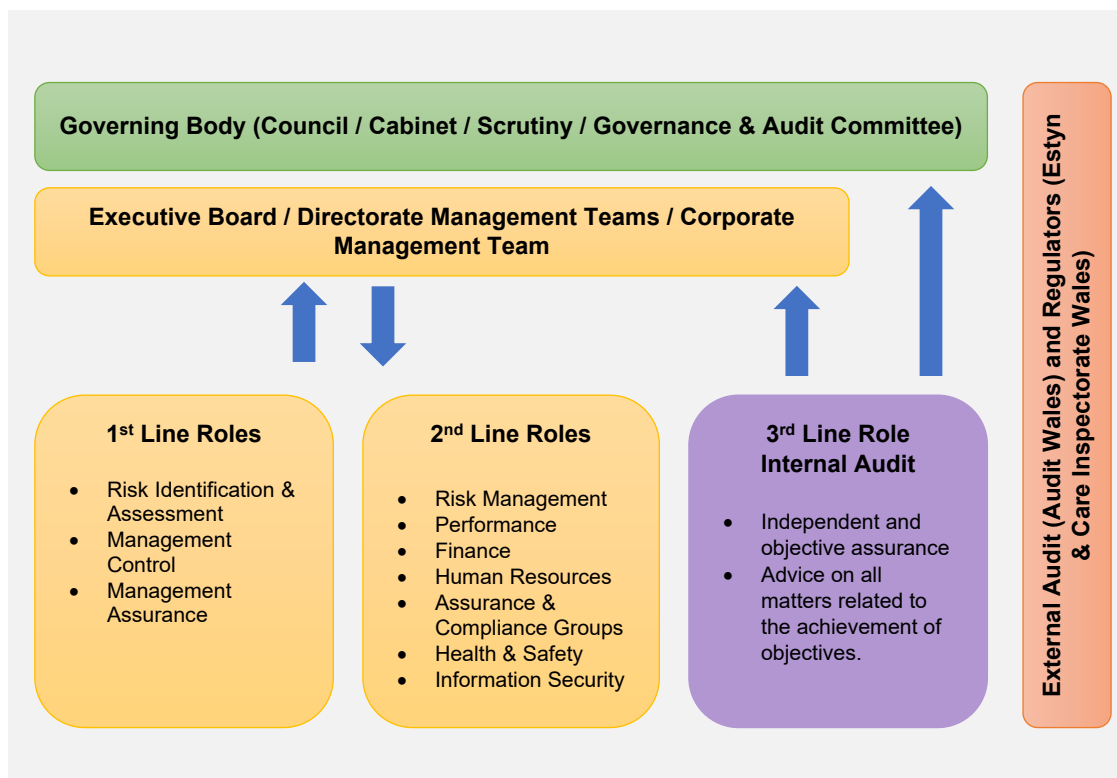
Risk Management Policy Development

The development of this Risk Management Policy and risk appetite statement has been completed in collaboration with the Council's Cabinet through a joint Cabinet / Corporate Management Team workshop; the Council's senior management team and Council teams involved in operational and strategic risk management activity such as Finance, Health and Safety, Civil Contingencies, Internal Audit, Insurance and project management. The final Risk Management Policy has been updated following internal and Governance and Audit Committee review, incorporating learning lessons from the Council's previous Risk Management Policy and considering best practice. This Policy and risk appetite statement is aligned with best practice from the UK Government 'Orange Book' and the Committee of Sponsoring Organisations of Treadway Commission (COSO) risk management framework.

It is recognised that risk and the Council's risk appetite statement is not a single or fixed concept and that there is a range of appetites for different risks over time. To support this position, the Council has adopted to take '*Well-managed*' opportunities and risks based on informed, evidence-based decisions to ensure long-term sustainability of services, social value and to deliver best value. Ten risk areas have been proposed to support the range of activities the Council undertakes supported by a risk appetite level of ***Averse, Minimalist, Cautious, Open and Eager***. Full descriptions of their meaning can be found in the Risk Management Policy. Summary of the risk areas is below:

1. Strategy and Policy risks – Open
2. Governance, Legal and Regulatory risks – Minimalist
3. Business Continuity and Operational risks – Minimalist
4. Reputational risks – Cautious
5. Financial including Commercial and Asset risks – Minimalist (financial controls) and Cautious
6. Technology and Information Security risks – Minimalist (Information Security) and Open (Technology)
7. People and Health & Safety risks – Minimalist
8. Safeguarding risks – Cautious
9. Climate Change and Environmental Protection risks – Cautious
10. Programme / Project delivery risks - Open

The Policy also outlines the governance arrangements and its three lines model to support and embed the Council's Risk Management policy into its operational and strategic activities. The purpose of the three lines model is to support accountability and ownership of risk within Newport City Council. It also outlines the supporting role which corporate activities such as performance and risk, Finance, Health & Safety, information security etc have to make sure risks are managed effectively and efficiently. Finally the role of Internal Audit and External regulators is important to provide assurance to stakeholders on the effectiveness and efficiency of the Council's governance, risk management and internal control arrangements.



Risk Management Policy and Risk Appetite Monitoring

The Council's Risk Management Policy and appetite statement will be subject to regular review to ensure that it reflects the Council's risk position and to reflect any emerging opportunities and risks. The risk management procedure will also be subject to review and updated to reflect any changes to process, governance and/or any internal and external review. The Council's Annual Governance Statement and Internal Audit team will also undertake regular reviews of the Council's risk management arrangements to ensure it maintains best practice.

Next Steps

Following its approval the Policy, the Council's risk management procedure and supporting documents will be communicated to the Council's staff and training provided to support officers in embedding the Policy. The new Risk Management Policy will be published on the Council's website and be available in Welsh and English.

Appendix 1 – Risk Management Policy (inc risk appetite statement)

Appendix 2 – [Fairness and Equality Impact 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 have an effective Risk Management Policy to support the delivery of its strategic objectives and statutory duties.	M	L	Draft Risk Management Policy will be approved by the Council's Cabinet and shared with all key stakeholders. Ongoing training and support will be provided by the Council's Transformation & Intelligence	Directors, Heads of Service, Service Managers Transformation & Intelligence team (People, Policy & Transformation).

			team to embed the policy and procedures. Regular monitoring and reporting on the effectiveness of the policy and arrangements through Annual Governance Statement, Internal and External Audit reviews.	
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* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2022-27

Options Available and considered.

1. To approve the Council's Risk Management Policy and risk appetite statement for Newport City Council to adopt and implement.
2. To reject the Council's Risk Management Policy and request further review prior to being presented back to Cabinet for approval.

Preferred Option and Why

Option 1, for the Council's Cabinet to approve the Risk Management Policy and risk appetite statement and for it to be adopted and implemented by the Council.

Comments of Chief Financial Officer

As outlined in the report, there are no direct financial implications arising from the implementation of the Risk Management Policy.

However, there are clear links between this policy and the Council's financial planning and management activities, and it is important that there is alignment between the two. For example, the risk appetite towards certain activities needs to take account of the financial context that the Council is working within. In broad terms, this is reflected in the fact that the majority of risk appetites are identified as cautious or minimalist. However, it is important that each risk, including the financial aspects, are individually assessed and that any implications are either mitigated or escalated, as appropriate. Therefore, when services are setting plans and assessing risk as part of that process, the financial aspects need to be considered in parallel.

In addition to service specific risks, the Risk Management Policy also outlines the Council's approach to managing financial risk in overall terms. Following a recent review, a minimalist approach to risk management in a financial context will be taken, as stated in the policy. However, ultimately it will still be necessary for each activity to be individually assessed and the appropriate approach to risk selected, with the overriding aim for any decisions around investment, for example, to be backed by robust evidence, with the appropriate mitigations in place.

Comments of Monitoring Officer

There are no legal implications arising directly from this report. The Risk Management Policy once adopted will set out guidelines for members and officers to consider when deciding whether to pursue a given course of action. As such, the risks and benefits of a particular course of action would need to be assessed prior to applying the Policy and the adoption of this Policy is not a substitute for such assessment. Whilst there are likely benefits to the Council taking a less risk-averse approach in certain circumstances, it is nonetheless important that potential risks are understood, acknowledged and accepted prior to proceeding.

The Head of Law and Standards will be advised in more detail on the potential legal risks and consequences of specific proposals and should be consulted at an early stage where a higher-risk course of action is being contemplated.

Comments of Head of People, Policy and Transformation

It has been important throughout the development of the Risk Management policy to consult and seek the views of the Council's Cabinet, senior leadership team and risk experts in the organisation to ensure that the Policy reflects the Council's appetite managing risk and taking opportunities to improve the delivery of services. The implementation of the updated Risk Management policy will support officers and the Council's Cabinet to make effective evidence based decisions. This will also help the Council to deliver on its strategic aims and priorities outlined in the Council's Corporate Plan, other strategic documents and statutory duties. The service area will champion and support service areas to embed the principles of this Policy through its ongoing risk management activity.

Local issues

None.

Governance and Audit Committee (GAC)

The Governance and Audit Committee was presented the Risk Management Policy and supporting risk appetite statement at their meeting on 25th January 2024. Overall the Committee accepted the new Policy and risk appetite statement and provided constructive feedback on some of the wording included in the Policy. The Governance and Audit Committee also welcomed the inclusion of the Fairness and Equality Impact Assessment to support its development and impact on Council services.

Subject to consideration of the Governance and Audit Committee's feedback, the Governance and Audit Committee accepted the recommendation of the report.

Fairness and Equality Impact Assessment:

A FEIA has been completed in the development of the Policy (link [here](#)). As it is an internal Policy document it will not have a direct impact on the external stakeholders. Therefore no external consultation was required. The aim of the Policy is to support effective and evidence-based decisions considering the opportunities and risks which could impact on the delivery of services, strategic decision making and compliance with its statutory duties.

A copy of the approved Risk Management Policy will be published on the Council's website in Welsh and English.

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 – The implementation of the Policy will support the Council in making effective and evidence-based decisions on the short, medium, and long-term objectives of the Council. The Policy supports the delivery of the Council's medium to long term strategies such as the Corporate Plan 2022-27, Climate Change Plan, Digital Strategy, Finance policies, and other key strategic decisions. The Policy will also support the Council to effectively identify and manage new and emerging opportunities and risks which could impact on the delivery of its statutory services.

Preventative – The Risk Management Policy will enable the Council to effectively identify, assess and ensure robust arrangements are in place to mitigate and prevent new, emerging and existing opportunities and risks. The Policy and risk appetite statement will ensure decisions are based upon the best available data and evidence to ensure necessary actions are taken to reduce and prevent incidents. Service areas will continuously monitor and report on the management of risk through its existing governance arrangements.

Collaborative – The development of the risk management policy has been developed in collaboration with Cabinet, senior leadership team and risk management experts within the Council. The Council has also considered risk management best practice from the UK Government, Institute of Risk Management, Institute of Internal Auditors and the COSO Treadway Commission.

Involvement – As above in the Collaboration section the Council has involved key stakeholders from across Newport City Council to inform and support the development of the Policy. The Council will also involve the Governance and Audit Committee in reviewing and providing feedback on the proposed Policy. The views of the committee, officers and Cabinet will support the development and implementation of the Policy.

Integration – The development of the Policy has incorporated the Well-being of Future Generations Act, Local Government and Elections Act as well as risk management best practice. The Policy and supporting appetite statement have been developed in line with the Council's Corporate Plan, strategic priorities, and statutory duties. The Policy and supporting processes are embedded into the Council's performance and risk management arrangements which are subject to regular monitoring and reporting through its governance processes.

Consultation

As this is an internal Policy document, no external consultation is required. The Council's Risk Management Policy has been consulted with the Council's Cabinet, senior leadership team (Directors and Heads of Service), Governance and Audit Committee and other Council services managing risk.

Background Papers

Risk Management Policy 2020-22

Governance and Audit Committee January papers

Dated: 22nd February 2024

Newport City Council
DRAFT Risk Management Policy 2024-27

Introduction

Newport City Council is responsible for delivering a multitude of different services both statutory and non-statutory to residents, businesses, and other service users. The Council faces many complex, wide ranging opportunities, challenges and threats that could prevent us from delivering these services effectively. The Council's [Corporate Plan 2022-27](#) has set four Well-being Objectives that support the Council's mission to deliver an *Ambitious, Fairer and Greener Newport for everyone*. To deliver these objectives and its services the Council will need to take well managed opportunities and risks in the decisions that are made at all levels of the organisation. The purpose of this Risk Management Policy is to:

- i) Outline the Council's commitment to Risk Management, providing a framework for continuing to embed risk management across the organisation.
- ii) Set the Council's appetite for managing risk(s), and the risk culture of the organisation to deliver the Council's Corporate Plan, strategic objectives, and statutory duties.
- iii) Implement a separate Risk Management Procedure and supporting documents to embed the Council's Risk Management Policy and Risk Appetite statement.

Background

This Risk Management Policy supports several key legislative and statutory requirements within which the Council delivers its services. This Policy and the supporting Risk Appetite statement has been developed considering best practice of the UK Government 'Orange Book' and Committee of Sponsoring Organisations of the Treadway Commission (COSO) risk management framework.

Well-being of Future Generations Act

The [Wellbeing of Future Generations \(Wales\) Act 2015](#) requires all public bodies in Wales, including Newport City Council, to think about the long term impacts of our decisions. The Act is about sustainable development to improve the social, economic, environmental, and cultural wellbeing of Wales. To do this the Council is required to set and publish Wellbeing Objectives that maximise our contribution to each of the wellbeing goals and taking reasonable steps to meet these objectives. Also, in the decisions that we make we are required to consider the 5 ways of working principles:



Long-term



Integration



Involvement



Collaboration



Prevention

Local Government and Elections (Wales) Act 2021

The Local Government Act 2021 introduced new requirements on local authorities to demonstrate and evaluate the effectiveness of its Corporate Governance and Performance arrangements to oversee the delivery of its strategic priorities, meet its statutory / legislative requirements and deliver best value to citizens. Two requirements of the Act for local authorities to deliver are:

1. To undertake an annual Self-Assessment of its performance and governance arrangements to ensure its functions are using its resources economically, efficiently, and effectively.
2. To undertake an independent Panel Performance Assessment once every electoral term to assess the extent to which the Council is meeting its performance requirements.

Both of these areas are covered in further detail in the [Performance and Planning Policy](#).

The Council's Governance Framework also outlines seven key principles of good governance in local government as per the CIPFA /SOLACE Framework. One of the key principles is *'Managing risks and performance through robust internal control and strong public financial management.'* The Framework requires local authorities to:

- Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making.
- Implement robust and integrated risk management arrangements and ensure that they are working effectively.
- Ensure that responsibilities for managing individual risks are clearly allocated.

Risk and Risk Management – Definition

Risk is the combination of the probability of an event and its consequence. Consequences can range from positive to negative.

Risk Management – is the process which helps the organisation to understand, evaluate and take action on their opportunities and risks with a view to increase the probability of success and reduce the likelihood of failure.

Having effective risk management and governance arrangements enables the Council to:

• Support the achievement of the Council's strategic priorities and objectives	• Deliver effective change programmes and projects
• Protection of the Council's finances, assets, and deliver best value	• Safeguard and protect service users, staff and citizens.
• Make informed decisions based upon best information and data available	• Demonstrates good governance and transparency
• Protect the reputation of the Council.	• Maximise opportunities to improve services and deliver best value
• Ensure compliance with legislative and regulatory requirements.	• Reduce unwelcomed surprises.

There will always be some opportunities and risks which the Council cannot control whether this is because it is outside of its legislative and statutory duty or is the responsibility of other public sector, private and/or not-for-profit organisations which Newport City Council is not affiliated to and/or in partnership or contract with. These organisations are expected to have their own risk management arrangements in place to manage the impact and probability of these opportunities and risks.

Risk Appetite Statement

This Risk Appetite statement sets out how Newport City Council balances threats and opportunities in the pursuit of achieving its objectives. Understanding and setting a clear risk appetite level is essential to achieving an effective risk management framework and enable the Council to make informed management decisions. The risk appetite statement is not a single or fixed concept and there is a range of appetites for different risks over time.

To support the overarching Risk Appetite statement, the Council has assessed its position based on the following definitions:

Risk Appetite	Description
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is a key objective. Activities undertaken will only be those considered to carry virtually no inherent risk
Minimalist	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

Newport City Council's Risk Appetite Statement

Newport City Council does not have a single risk appetite, but rather appetites across a range of activities outlined below. The Council recognises that in pursuit of its strategic goals and delivery of statutory duties it may choose to accept different degrees of risk in different areas. The Council is encouraged to take 'well-managed' opportunities and risks based on informed, evidence-based decisions which will ensure the long-term sustainability of services (under the Well-being of Future Generations Sustainable Development principles); will provide social value to citizens and deliver best value. Where the Council chooses to accept an increased level of risk it will do so, subject always to ensuring that the potential benefits and threats are fully understood, and proportionate measures in place to mitigate risk before actions are authorised.

Business Area Risk Appetite Levels

The Council's risk appetites across a range of activities are articulated as follows:

Strategy and Policy Risks

In the pursuit of the Council's strategic objectives and policy development the Council will be '**Open**' to this risk where there is evidence to demonstrate it aligns to national, regional and local priorities, provides social value, complies with statutory duties and delivers best value. All strategic priorities and policy development will be taken in consideration of the Council's Constitution and other key policies set in its Policy Framework.

Governance, Legal and Regulatory Risks

Newport City Council will take a '**Minimalist**' position in the management of its governance, legal and regulatory requirements such as social services, housing, finance, Well-being of Future Generations, Welsh Standards and Equalities. The Council will ensure that decisions are made in accordance with the Council's Constitution and that activities undertaken by the Council are compliant with necessary legislative and regulatory requirements.

Business Continuity and Operational Risks

As part of the Council's Civil Contingencies duty, including business continuity to maintain the delivery of its services to residents, businesses and visitors that use it, the Council will take a **'Minimalist'** approach to this risk. The Council will take all reasonable steps in collaboration with its strategic partners, other public, private and other sectors to minimise the inherent risk and impact to the Council, communities and people who use our services.

Reputational Risks

To deliver the Council's Corporate Plan and our statutory duties we rely on our reputation to influence and secure the engagement of our constituents, businesses, partners (private, public and not-for-profit) and other stakeholders. The decisions made by the Council, Cabinet and officers are bound by its Constitution, Corporate Values and where applicable legislation and regulation. The Council will retain a **'Cautious'** approach with regard to our reputation where our services could have a significant impact on our stakeholders. The Council is prepared to take opportunities that may be opposed by some of our stakeholders where there is robust evidence, which demonstrates the long term benefits for the Council and its stakeholders.

Financial inc Commercial and Asset Risks

Given the requirement to protect the public purse, the Council will have a **'Minimalist'** approach to ensure its governance, controls and processes remain effective to support robust management of budgets and financial planning / budget setting and protect its finances from misappropriation, mismanagement, fraud and corruption. Newport will also invest its funds prudently and have regard to the security and liquidity of investments before seeking the highest rate of return.

We will, however, take a **'Cautious'** approach towards its strategic and capital financial decision making where there is a robust evidence base which demonstrates: an appropriate balance between risk and return; as far as reasonably possibly minimises the risk of incurring losses; secures the long-term sustainability of services, assets, and income generation; and improves the health and well-being of Newport's communities.

Technology and Information Security Risks

Newport City Council will take a **'Minimalist'** approach with the security and protection of data and information managed across its services, aligned with the Council's Information Management Policy. The Council will ensure that effective governance and control arrangements are in place to comply with its legislative requirements and to ensure the continuity of services delivered to its stakeholders. This is supported by the other risk appetite statements relating to Business Continuity and Governance, Legal, and Regulatory risk in this policy.

However, in the delivery of the Council's services, and strategic priorities (Corporate Plan, Digital Strategy), Newport City Council will seek to take a more **'Open'** approach to embrace digital innovation, where there is evidence that it will provide best value for the Council and will enhance the experience of its stakeholders in accessing services.

People / Health & Safety Risks

The Council will take a **'Minimalist'** stance towards the health, safety and welfare of its employees, and all other people who are involved with the Council's business activities. Everyone in the Council has a duty to ensure the welfare of its staff and that suitable and effective health & safety arrangements are in place. The Council's Health & Safety team will support and assess the effectiveness of these arrangements across the Council.

Safeguarding Risks

The Council will continue to take a **'Cautious'** approach towards the safeguarding of children, young people, adults and carers that are in our care or we come into contact with. All representatives of the Council including third parties operating on our behalf will adhere to the Council's Safeguarding policies and procedures and necessary legislative requirements.

Climate Change and Environmental Protection Risks

Newport City Council will take a **'Cautious'** position towards Climate Change and Environmental Protection in the pursuit of its ambition to become a net zero carbon organisation. The Council will take on additional risk where there is evidence that it will contribute towards reducing the Council's carbon emissions and enhance the environment of the city. However, the Council will also seek protect its environment where there is significant evidence that it will harm and/or threaten the long-term environment, bio-diversity of the City and wider region.

Programme / Project Delivery Risks

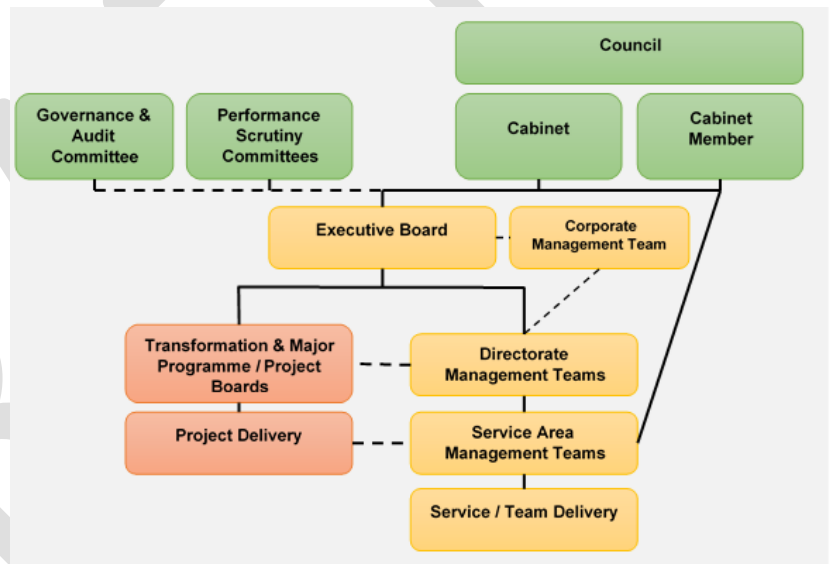
In the pursuit of the Council's own strategic priorities as well as regional and national priorities, the Council will take an **'Open'** approach towards programme and project delivery. The Council will seek opportunities where innovation and transformational change will provide benefits to both efficiency and effectiveness in the delivery of services, social value and value for money. Through the delivery of programmes and projects the Council will ensure that opportunities and risks are fully considered and evidence to support the decisions made at all levels of the organisation.

Further information on how the Council implements its risk appetite is included in the Risk Management Process.

Risk Management Governance and Assurance

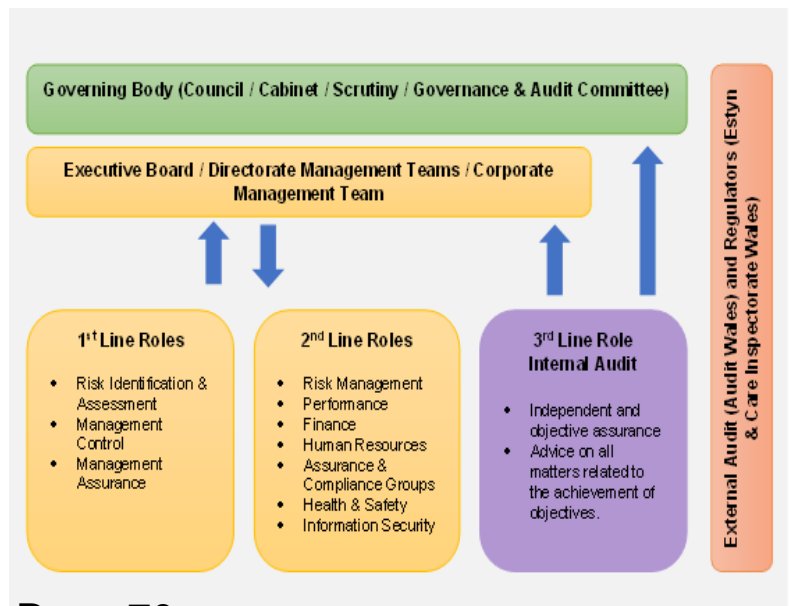
This Risk Management Policy supports the Council's [Performance and Planning Policy](#) to undertake strategic planning, performance and risk management.

The democratic and officer governance structure supports the [Council's Constitution](#) to discharge all its powers and duties in accordance with the law, the Council's standing orders and the Constitution.



Newport City Council Three Lines Model

Everyone in Newport City Council is responsible for ensuring opportunities and risks are identified and managed at all governance levels. To support this, Newport City Council has adopted the Institute of Internal Auditor's (IIA) Three Lines Model to ensure good governance in risk management is operated throughout the organisation. The Council works under the decision making model described as a Leader and Cabinet. The Leader makes appointments to the Cabinet and decides on the portfolios within the Cabinet.



Responsibility for decision making rests with the Council, the Cabinet, individual Cabinet Members, Regulatory Committees (Planning and Licensing Committees) and employees depending on the decisions taken.

The Council's Cabinet has overall responsibility and oversight for the effective implementation of Council policy and for delivering services in line with those policies and budget. It is also Cabinet's role to determine the overall risk appetite for the Council and its risk management arrangements.

It is the responsibility of senior management to lead and direct (including the management of risk) to achieve the objectives of the Council. The Council's Executive Board (Chief Executive & Directors) maintains a continuous dialogue with the Council's Cabinet and democratic functions and reports on planned, actual and expected outcomes linked to the objectives of the organisation and risk.

Performance Scrutiny Committees hold the Council's Cabinet and Executive Board to account by considering the performance of services and monitoring the outcomes of decisions taken by the Executive. The Scrutiny committees also monitor areas of high risk and assess the effectiveness of actions to mitigate these risks.

Governance and Audit Committee is responsible for reviewing and monitoring the effectiveness of the Council's internal control, corporate governance and risk management arrangements.

1st Line Roles – Managers and staff are responsible for leading and directing actions (including risk) to achieve the Council's objectives. It is also responsible for establishing and maintaining appropriate structures and processes for the management of operations and risks.

2nd Line Roles – Provides complementary expertise, policies, frameworks, tools, techniques and support to enable risks to be managed effectively and ensure compliance by management (1st line role). Risk is also considered in other corporate activities in the Council and support managers to provide necessary expert and technical advice. These services include Risk Management, Finance, Human Resources, Digital Services including Information Security, Performance Management, Health & Safety, Civil Contingencies, Project Management, and Insurance.

3rd Line Role (Internal Audit) – Internal Audit maintains primary accountability to the Council's Executive Board and independence from the responsibilities of management. Internal Audit provide independent, objective assurance and advice to management and the Executive Board on the adequacy and effectiveness of the Council's governance and risk management (including internal control) to support the achievement of its strategic objectives and facilitate continuous improvement.

External Audit (Audit Wales) and its Regulators (Estyn and Care Inspectorate Wales) also seek / provide assurances on the Council's governance arrangements to secure best value, safeguarding and ensure the Council is discharging its statutory / legislative duties effectively.

Further information on the Council's governance arrangements can be found in the Risk Management procedure and the [Council's Constitution](#).

Review and Publication

This policy will be made available in Welsh and English on the Council's website and will be reviewed every two years or as directed by the Council's Executive Board.

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Report

Cabinet

Part 1

Date: 6 March 2024

Subject Pay and Reward Policy 2024/25

Purpose To brief Cabinet on the annual Pay and Reward policy

Author HR and OD Manager

Ward N/A

Summary The Localism Act 2011 requires English and Welsh local authorities to produce a “pay policy statement” on an annual basis. The legislation outlines a number of statutory requirements which must be included in any pay policy statement.

The Pay and Reward Policy outlines the current position in respect of pay and reward within the Council. It will be reviewed and reported to Council on an annual basis to ensure it meets the principles of fairness, equality, accountability, and value for money for the authority and its residents.

The Pay and Reward Policy 2024/25 has been reviewed and no changes are proposed this year outside of the normal increases in values. It should be noted that amendments have been made to some provision in 2023/24 with the appropriate agreement, these amendments are reported to cabinet and subsequently Council. This statement will come into immediate effect once fully endorsed by Council.

Proposal Cabinet are asked to review and recommend to Council the Pay and Reward Policy in order to meet the statutory requirement for a pay policy statement to be approved and published by Council on an annual basis.

Action by Chief Executive/Head of People, Policy and Transformation

Timetable Immediate

This report was prepared after consultation with:

- Deputy Monitoring Officer – Assistant Head of Legal Services
- Section 151 Officer - Head of Finance

Signed

Background

The Localism Act 2011 requires English and Welsh local authorities to produce a 'pay policy statement' on an annual basis. Items which must be included in the statutory pay policy statement are as follows:

- A local authority's policy on the level and elements of remuneration for each chief officer
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of 'lowest-paid employees' and its reasons for adopting that definition)
- A local authority's policy on the relationship between the remuneration of its chief officers and other officers
- A local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additional to remuneration, use of performance-related pay and bonuses, termination payments, and transparency.

The Act also specifies that the pay policy statement:

- must be approved on an annual basis formally by the full Council meeting (the responsibility cannot be delegated to Cabinet or a sub-committee)
- can be amended in-year
- must be published on the authority's website (and in any other way the authority chooses)
- must be complied with when the authority sets the terms and conditions for a chief officer.

The Act requires an authority to have regard to any statutory guidance on the subject issued or approved by the Secretary of State or Welsh Ministers. The Welsh Government issued statutory guidance on "*Pay Accountability in Local Government in Wales*" in March 2012 and the Public Services Staff Commission published further supplementary guidance in December 2016.

Pay and Reward Policy

The Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public; but at the same time needs to avoid being unnecessarily generous or otherwise excessive pay and reward.

The Council's Pay and Reward Policy, initially approved in March 2012, was developed to meet the statutory requirements contained in the Localism Act 2011. However, in the spirit of transparency, the Council took the opportunity to take a wider view and include information relating to school-based employees. Local authority schools are specifically excluded from the Localism Act's statutory requirements. However, as employees in community maintained and voluntary controlled schools are employees of the Council, reference has been made to school-based employees within the Pay and Reward Policy. It is recognised that the pay decisions for these employees are delegated to school Governing Bodies by legislation and that each school is responsible for publishing its own Pay Policy. For the avoidance of doubt, the relevant school Pay Policies are the definitive version of policy for school-based staff engaged by the governing body of the respective school.

Subject to approval by full Council, to meet the requirements of the Localism Act, the Pay and Reward Policy attached will be published on the Council's website. In addition, in accordance with the provisions of Accounts and Audit (Wales) Regulations 2005, the Council's Annual Statement of Accounts will include a note setting out salary and remuneration information for Council posts where the full-time equivalent salary is at least £60,000.

Updates since April 2023 (last pay policy approval)

Pay Awards –

During 2023/24 financial year all pay awards were agreed nationally and implemented by the council. Some of the pay awards were subject to national negotiation and some strike action took place which meant the council was unable to implement the proposed pay awards at the point they were effective. However, subsequent and later agreement was reached between each negotiating body and where applicable back pay was processed for the retrospectively agreed pay awards.

Where a pay structure falls below the Foundation Living Level, the Council applies, and increases pay with a supplement to ensure all of our workforce receive at least the Foundation Living Wage (FLW) level each April. Often this supplement is not required as the bottom points of the pay structure are above the FLW level, however in previous years, given pay awards have been agreed retrospectively and back dated, sometimes this can mean that the national agreement on pay is delayed, and the supplement is paid whilst negotiation continues. If this is the case in 2024/25 then the Council will implement the supplement until such time as the 2024/25 pay awards are agreed. This has been common practice for the council for a number of years.

Apprentice Pay -

In September 2023 the Cabinet Member for Organisational Transformation considered a report to increase the rate of pay for apprentices employed by the council which was approved. The rate of pay for all Council apprentices will follow the Foundation Living Wage level, reaffirming the council's commitment to maintaining living wage levels.

Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures set out in the Pay and Reward Policy. The Council's lowest paid employee is paid on spinal column point 1 of the NJC for Local Government Workers (or the rate of the FLW if applicable).

As part of its commitment to pay transparency, and following the recommendations of the Hutton Review, the Council will publish information on pay relativities on an annual basis in the Pay and Reward Policy. This information for **2023-24** is as follows:

Multiple of Salary	Ratio
• the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio	1 : 6.8
• the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 4.6
• the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio	1 : 5.0
• the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio	1 : 3.4

Note:

- i) Column 'Ratio' provides the pay ratio as per the requirement of the Localism Act 2011
- ii) These figures exclude remuneration for appointments within organisations for which the Council provides a payroll service but is not the employer.
- iii) These figures exclude remuneration for joint appointments where the Council is not the employer

The Gender Pay Gap

In accordance with the Equality Act (Gender Pay Gap Information) Regulations 2017, the Council is required to publish its gender pay gap information on its website and upload them onto a national Government website by 31st March each year.

Newport City Council has traditionally had one of the smallest gender pay gaps from amongst local authorities in Wales and compares favourably to the national averages. Our gender pay gap report is published on the Council's transparency page each year [here](#) and will be updated in April 2024. Implications are also considered in the Strategic Equalities Annual Report.

Financial Summary (Capital and Revenue)

There are no financial implications contained in the updated *Pay and Reward Policy*, as the policy confirms the current pay and reward arrangements in place in the Council and is retrospective to the in year changes being reported for 2023/24.

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?
Failure to comply with statutory requirement to approve and publish a "pay policy statement" on an annual basis	H	L	Produced an updated <i>Pay and Reward Policy</i> which meets the statutory requirements and which is recommended for approval by Council	Chief Executive / Head of People, Transformation and Policy

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

The Pay and Reward Policy forms a key part of the Council's newly adopted People Plan 2023-28. The strategy underpins the Council's Corporate Plan and strategic objectives - how employees are rewarded for their contribution is directly linked to the delivery of the council's key aims. The updated Pay and Reward Policy will ensure, when approved, that the Council complies with the statutory requirement to publish a "pay policy statement" on an annual basis.

Options Available and considered

The options available are as follows:

1. For Cabinet to agree to recommend the updated Pay and Reward Policy to full Council for approval.
2. For Cabinet not to agree to recommend the updated Pay and Reward Policy to full Council for approval.

Preferred Option and Why

For the Cabinet to agree option 1 to meet the statutory requirements for a 'pay policy statement' to be published on an annual basis and align leave.

Comments of Chief Financial Officer (Head of Finance)

The Council's budget is based on the overall pay structures in place, as outlined in the updated *Pay and Reward Policy*, with costs incurred in relation to the payment of salaries, enhanced rates and mileage being met from within existing resources. There are, therefore, no direct financial implications arising from the report.

Comments of Deputy Monitoring Officer (Assistant Head of Legal Services)

The Council has a statutory duty under Section 38 of the Localism Act 2011 to approve and publish a statement on its Pay Policy on an annual basis and must have regard to the guidance produced by the Welsh Government in relation to this. The requirements of what the statement must contain are set out above. The policy must be approved by full Council on an annual basis and before 31st March before the financial year to which it relates in order to comply with the statutory requirements; therefore, once the Cabinet has approved a policy, it will need to be referred to full Council for adoption. Once adopted, the Pay and Reward Policy will need to be published and the Annual Statement of Accounts will also need to include details of the remuneration of individual Chief Officers, to comply with the requirements of the Audit (Wales) Regulations.

Comments of Head of People, Policy & Transformation

The comments of the Head of People, Policy and Transformation are considered within the main body of the report. The report outlines how the sustainable development principle has been considered in developing the Pay and Reward policy.

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**

Fairness and Equality Impact Assessment:

There is no requirement for an FEIA for the annual pay policy review as this looks back on the year previous and is subject to national negotiations.

Wellbeing of Future Generations:

The Pay and Reward Policy contributes to the well-being goals for a more equal Wales and a prosperous Wales. The policy demonstrates how employees are rewarded for their contribution to the organisations local and national priorities and will ensure the Council complies with the statutory requirement to publish a “pay policy statement” on an annual basis.

The five ways of working have been applied when considering this proposal. The Council is required to publish a Pay Policy Statement each financial year and this updated policy meets this requirement.

Long Term - This policy provides a framework for decision making on pay and allows the Council to demonstrate its key approaches to pay and reward for employees, ensuring resources are managed effectively both in the short and longer term.

Collaborative – As part of this policy, the Council’s intention is to continue to develop collaborative working on a planned and strategic basis with local authority partners and other public and third sector organisations. In addition, the policy provides the public with the Council’s policy on all aspects of pay and reward, including senior posts and the lowest paid posts, explaining the relationship between remuneration for senior post holders and other groups.

Integration – This updated policy outlines the Council’s approach to pay and reward of its employees in the interests of openness and transparency and is in place to prevent problems and issues occurring with any decisions made in relation to public sector pay. The policy also forms a key part of the Council’s People and Culture Strategy. The strategy underpins the Council’s Corporate Plan and strategic objectives - how employees are rewarded for their contribution is directly linked to the delivery of the council’s key aims and objectives.

Involvement – This policy was developed with the involvement of key stakeholders including trade unions

Prevention – The Councils pay and reward policy will support the workforce aspirations of the Council in the future aiming to prevent any long standing workforce impact.

Consultation

As outlined within the report

Background Papers

Pay and Reward Policy 2023/24

Gender Pay Gap report 2022/23

Strategic Equalities Plan

People Plan 2023-28

Dated: 28 February 2024

Introduction

Newport City Council recognises the importance of remuneration decisions that are appropriate, transparent, provide value for money and reward employees fairly for the work that they perform. This policy statement sets out the Council's key approaches to pay and reward for our employees.

Aims of Policy

To outline Newport City Council's approach to the pay and reward of its employees in the interests of openness and transparency.

Scope

To provide the public with the Council's policy on all aspects of pay and reward, including senior posts and the lowest paid posts, explaining the relationship between remuneration for senior post holders and other groups.

School Based Employees

Employees who are appointed and directly managed by Head teachers and/or Governing Bodies are not required to be included within the scope of Pay Policy Statements as the provisions in the Localism Act (2011) only apply to employees appointed and directly managed by the Council. This reflects the requirements contained within the Staffing of Maintained Schools (Wales) Regulations (2006) where school-based staff are considered to be employees of the Council, yet the appointment and management of this staff group is discharged to the Governing Body.

In the interests of consistency and transparency, the pay related data set out within this Pay Policy Statement includes information relating to those who are appointed and managed by Head teachers/Governing Bodies. Schools are required to develop their own Pay Policies.

To be read in conjunction with

- Annual Statement of Accounts
- Job Evaluation Scheme
- School Teachers' Pay and Conditions (Wales) Document/School Pay Policies
- Market Supplement Guidance
- Early Retirement and Redundancy Payments Guidance
- Out of Hours/Additional Duties/Detriment Schemes
- Travel and Subsistence Policy

Principles

This is Newport City Council's 2024/25 annual Pay and Reward Policy for the period 1st April 2024 to 31st March 2025. This Pay and Reward Policy provides the framework for decision making on pay and in particular decision making on senior pay.

The Council recognises that there is public interest in public sector pay and therefore the importance of being transparent in its decisions relating to pay. It is recognised that senior posts in the Council are accountable for delivering the current strategic objectives of the organisation, including demonstrating value for money and the role that senior leadership plays in the quality of service delivery. The context of managing resources effectively and appropriately is of importance to the Council and transparency on pay is therefore appropriate to publish for public scrutiny.

In accordance with the requirements of Section 38 of the Localism Act 2011 and of the Revised Guidance issued by the Welsh Government in December 2015, Newport City Council is required to publish a Pay Policy Statement for each financial year detailing:

- a) The Council's definition of senior posts
- b) The Council's definition of lowest paid employees
- c) Reasons for adopting these definitions
- d) The relationship between the remuneration of senior posts and that of the lowest paid employees

In addition to this Pay and Reward Policy, remuneration reporting is included in the Council's Annual Statement of Accounts. The finance home page can be found [here](#).

The Council's senior posts are defined as:

Chief Executive
Strategic Director – Social Services
Strategic Director – Environment and Sustainability
Strategic Director – Transformation and Corporate Services
Head of Education (Chief Education Officer)
Head of Finance (Section 151 Officer)
Head of Law and Standards (Monitoring Officer)
Head of People, Policy and Transformation
Head of Children's Services
Head of Adult's Services
Head of Prevention and Inclusion
Head of Regeneration and Economic Development
Head of City Services
Head of Environment and Public Protection
Head of Housing and Communities

POLICY**1.0 Legislative Framework****1.1 General**

In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act (2010), Part Time Employment (Prevention of Less Favourable Treatment) Regulations (2000), the Agency Workers Regulations (2010), Transfer of Undertakings (Protection of Employment) Regulations (2006) where relevant, and the National Minimum Wage Act (1998).

With regards to Equal Pay requirements contained within the Equality Act, the Council aims to ensure that there is no pay discrimination within its pay structures and that pay differentials can be objectively justified using equality proofed job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

1.2 Pay in schools

Employees who are appointed and directly managed by Head teachers and/or Governing Bodies are not required to be included within the scope of Pay Policy Statements as the provisions in the Localism Act (2011) only apply to employees appointed and directly managed by the Council. This reflects the requirements contained within the Staffing of Maintained Schools (Wales) Regulations (2006) where school-based staff are considered to be employees of the Council, yet the appointment and management of this staff group is discharged to the Governing Body.

In the interests of consistency and transparency, the pay related data set out within this Pay Policy Statement includes information relating to those who are appointed and managed by Head teachers/Governing Bodies. Schools are required to develop their own Pay Policies.

2.0 Responsibility for Pay Decisions**2.1 Responsibility for the Approval of the Pay and Reward Policy**

The Council's Pay and Reward Policy incorporates the statutory provisions of the Localism Act (2011) in relation to pay policy statements. Approval of this statement and of any amendments to it is therefore a matter for full Council and cannot be delegated to any sub-committee.

2.2 Responsibility for Council Pay Structure and Employment Terms and Conditions

As per the Council's constitution, overall responsibility for Council policy in relation to pay and grading structures, and employment terms and conditions rests with the Cabinet, with specific policy decisions delegated to the Cabinet Member for Organisational Transformation.

The exception to this is the matter of senior pay structures, where any proposed changes are a matter for full Council.

2.3 Delegated Authority

Managers should be aware of their delegated levels of authority. Delegations for decisions on pay cannot be further delegated below these levels:

Decision	Delegated level of Authority
Remuneration packages above £100,000 per year	Full Council
Starting pay above grade minimum for the Chief Executive, Strategic Directors and Heads of Service	Appointments Committee
Market Supplement for the Chief Executive, Strategic Directors and Heads of Service	Appointments Committee
Performance related pay increases for the Chief Executive	Leader and Deputy Leader of the Council in consultation with the Head of People, Policy and Transformation (Human Resources)
Performance related pay increases for the Strategic Directors	Leader, Deputy Leader and Chief Executive in consultation with the Head of People, Policy and Transformation (Human Resources)
Pay progression through Head of Service grade	Strategic Directors in consultation with the Head of People, Policy and Transformation (Human Resources)
Starting pay above grade minimum for all grades below Head of Service	Head of Service in consultation with Human Resources
Market Supplement for posts below Head of Service	Head of Service in consultation with the Head of Law and Standards, Head of Finance and Head of People, Policy and Transformation (Human Resources)
Pay progression through all grades below Head of Service	Head of Service in consultation with Human Resources
Additional duties payments below Head of Service	Head of Service in consultation with Human Resources
Salary detriment	Head of Service*
Early release of pension	Head of Service*
Planned overtime payments	Head of Service

Decisions marked with * are subject to a formal business case and consultation with the Head of Finance and Head of People, Policy & Transformation. Any dispute will be determined by a Strategic Director.

The Head of People, Policy & Transformation is responsible for ensuring that the Council's Job Evaluation Scheme (where applicable) and pay processes have been applied. Human Resources is responsible for overseeing any decision on pay to ensure that they are made in accordance with the delegated authority levels and are compliant with the terms of the Pay and Reward Policy.

3.0 Terms and Conditions of Service

The Council's employees are employed on a number of different terms and conditions dependent on the role that they fulfil:

Employee Group	Terms and Conditions
Chief Executive	Joint National Council for Chief Executives terms and conditions except for pay which is determined by a local performance related pay arrangement
Strategic Directors and Heads of Service	Joint National Council for Chief Officers' terms and conditions. Strategic Director pay is determined by a local performance related pay arrangement, Head of Service pay is subject to annual incremental movement through the grade
School Teachers	Head, Deputy, Assistant Head teachers and all other classroom teachers employed directly by the Council (as opposed to those employed by the Governing Body of a voluntary aided school) are paid in accordance with the School Teachers' Pay and Conditions (Wales) Document (STPCD).
School Improvement Professionals and Education Psychologists	The Soulbury Committee determine pay arrangements and National Joint Council for Local Government Service Employees terms and conditions apply for all other contractual entitlements
All other employees (including school-based staff other than teachers)	National Joint Council for Local Government Service Employees apply, supplemented by the Newport City Council Single Status Pay and Grading arrangements

4.0 National pay bargaining arrangements

The Council uses nationally negotiated pay spines for the relevant groups of employees as the basis for its local pay structures. The Council remains committed to adherence with national pay bargaining in respect of the national pay spines and any increases negotiated in the pay spine.

Employees on all terms and conditions will receive a pay award where this is negotiated nationally by the relevant negotiating committee.

5.0 Process for grading posts

The Council utilises the Newport City Council Job Evaluation scheme as the basis for its local grading structure. This determines the salaries of the majority of employees including non-teaching staff in schools. The pay and grading

structure was agreed through a collective agreement with the recognised trade unions and implemented with effect from 1st April 2015.

The pay grade of posts on Soulbury and Teachers' pay will be determined in accordance with the national and local agreed terms.

The pay grade of JNC posts is through the Hay job evaluation scheme.

6.0 Senior Management Remuneration

For the purpose of the Council's Pay and Reward Policy, senior management means 'Chief Officers' as defined within Section 43 of the Localism Act (2011). The posts within the Council's structure identified by the statutory definition are set out below:

- Chief Executive
- Strategic Director – Social Services
- Strategic Director – Environment and Sustainability
- Strategic Director – Transformation and Corporate Services
- Head of Education (Chief Education Officer)
- Head of Children's Services
- Head of Adult's Services
- Head of Prevention and Inclusion
- Head of Law and Standards
- Head of Finance
- Head of People, Transformation and Policy
- Head of Regeneration and Economic Development
- Head of City Services
- Head of Environment and Public Protection
- Head of Housing and Communities

The current salary ranges for these posts can be found in Appendix B.

6.1 Recruitment and appointment of Chief Officers

The Council's policy and procedures with regard to the recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in Part 4 of the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own Recruitment Policy and Procedures, Job Security and Diversity Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

Where the Council remains unable to recruit chief officers under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any chief officers engaged under such arrangements. Any substantive chief officer appointment made under a contract for service is subject to the approval of full Council in accordance with the provisions of the Council's Constitution.

6.2 The role of the Chief Executive

The Chief Executive is the senior officer who leads and takes responsibility of the organisation. The organisation has a turnover of £275m and is responsible for a wide range of services employing some 5500 staff.

The role of the Chief Executive is a full time and permanent appointment. Post holders are selected on merit, against objective criteria, following public advertisement. They are appointed by the Council's Appointments Committee. The Chief Executive works closely with elected members to deliver Newport's corporate plan. The Chief Executive routinely works evenings as well as the standard Monday to Friday business week. The Chief Executive also heads the 'on call' arrangements particularly to cover emergency planning requirements.

6.3 Chief Executive Pay

The remuneration for the Chief Executive is set out in Appendix B, and the Chief Executive may receive additional payments for any of the elections where they are the Returning Officer.

Details of the Chief Executive's remuneration, including any additional payments are published in the annual accounts of the Council and can be accessed [here](#)

The Chief Executive is a member of the LGPS pension scheme and details are disclosed in the remuneration report. There have been no increases or enhancements to the pension outside of standard arrangements.

The notice period for the role is 3 months.

6.4 Proposals to change the Chief Executive's remuneration

Where the Council proposes to change the Chief Executive's remuneration and the proposed change is not commensurate with a change to the salaries of the authority's other employees, it will consult the Independent Remuneration Panel for Wales (IRPW) about the proposed change. The Council will provide the IRPW with all relevant information regarding its proposed change and will have due regard to any IRPW recommendations on the proposals.

The Council is required to declare whether or not any referrals have been made to the IRPW. To date there have been no referrals made to the IRPW regarding any aspects of the Chief Executive's salary in the Council's Pay and Reward Policy.

The Council will have regard to any recommendation received from the IRPW when performing its functions under section 38 or 39 of the Localism Act 2011. This may include any recommendations from the IRPW in relation to a policy within the Council's Pay and Reward Policy regarding severance packages.

6.5 Joint Appointments

The Council's intention is to continue to develop collaborative working on a planned and strategic basis with local authority partners and also with other public sector organisations. Therefore, when senior vacancies arise, including at Chief Officer level, the views of elected Members will be sought as to whether consideration of a joint appointment would be appropriate. If Members are supportive, discussions will take place with partners and neighbouring authorities to determine whether the posts can be reconfigured as a joint appointment, instead of automatically being filled on a like for like basis.

If a decision is made to progress with a joint appointment, both parties will need to reach agreement on the salary and overall remuneration package for the post, and the proportion to this which each party will pay. Where the Council will be the employer of the joint appointee, the determination of salary and other pay arrangements will be in accordance with this Pay and Reward Policy.

Any joint appointments at Chief Officer level will be made in accordance with the provisions of the Officer Employment Procedure Rules contained in the Council's Constitution.

7.0 Pay Relativities within the Council

The relationship between the rate of pay for the lowest paid Council employee and that of the Council's Chief Officers is determined by the processes used for determining pay and grading structures as set out in this Pay and Reward Policy. A copy of the Council's grades for NJC posts is published on the external webpage under the transparency section [here](#).

The lowest paid persons employed under a contract of employment with the Council are employed at spinal column point 1 of the National Joint Council pay spine for Local Government Services which is currently £11.59 per hour (at the time of writing this policy). At any point if the lowest spinal column point within the NJC pay spine falls below the foundation living wage rate, a pay supplement will be applied to 'make up' to the foundation rate. The £11.59 rate is currently predicted to be below the foundation living wage rate of £12.00 from the 1st April 2024 and so, currently a supplement will be applied from April. This supplement will be applied until the NJC pay award for 2024/25 is agreed. When the pay award for 2024/25 is agreed, if the rate of pay of the NJC bottom pay spine continues to be below the foundation living wage the supplement will be adjusted and paid. If the bottom NJC rate is above the foundation living wage the supplement will be removed.

The Council employs Apprentices (and other trainees) it was agreed in October 2023 to amend the salary of Council apprentices to the same level as the Foundation Living Wage.

The relationship between the rate of pay for the lowest paid employees and the Council's Chief Officers is regulated by the processes used for determining pay and grading structures as set out in this Pay and Reward Policy.

The salary utilised for the Chief Officer calculations of all the pay multiple data is £142,639.

As part of its commitment to pay transparency and following the recommendations of the Hutton "Review of Fair Pay in the Public Sector" (2011), the Council will publish information on pay relativities on an annual basis. The information for 2023/24 is as follows:

Multiple of Salary	Ratio (A)
<ul style="list-style-type: none"> the multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio 	1:6.8
<ul style="list-style-type: none"> the multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio 	1:4.6
<ul style="list-style-type: none"> the multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio 	1:5.0

<ul style="list-style-type: none"> the multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio 	1:3.4
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Note:

- i) Column A provides the pay ratio as per the requirement of the Localism Act 2011
- ii) These figures exclude remuneration for appointments within organisations for which the Council provides a payroll service but is not the employer.
- iii) These figures exclude remuneration for joint appointments where the Council is not the employer

Gender Pay

In relation to the gender pay gap, the Council's Gender Pay Gap 2023 report outlines the gender pay gap between men and women in the Council. As at April 2023 the Council had a mean gender pay gap of 1.18% and a median gender pay gap of -0.18%. There is no bonus paid to any employee, therefore no bonus gender pay gap exists, information on our pay gap reporting and quartiles can be found [here](#)

8.0 Starting Pay

New appointments will normally be made at the minimum of the relevant grade for the post. Under exceptional circumstances, and where there are compelling and evidenced reasons to support the decision, a new employee may be appointed to a higher increment. Exceptional reasons may include the need to secure the best candidate and/or having regard to the knowledge, skills and competencies of the individual as well as their current and previous remuneration levels.

All requests to appoint above the minimum of the grade must be agreed by the relevant Head of Service in consultation with their HR&OD Business Partner before any salary offer is made to the candidate. In the case of Chief Officers all requests to appoint above the minimum of the grade must be agreed by the relevant Appointments Committee of the Council.

In addition, all remuneration packages for Chief Officers with a value of £100,000 or more must be approved by the full Council. The remuneration package will include salary, performance related pay, fees or allowances and any benefits in kind.

9.0 Annual Pay Progression arrangements

Pay structures for all employee groups are attached at the appendices as follows:

Appendix A: NCC NJC Salary Structure with Effect from 1 April 2023 (Applicable to National Joint Council for Local Government Employees)

Appendix B: Chief Officer Pay Scales

Appendix C: Soulbury Pay Scale

Appendix D: School Teachers' (Qualified and Unqualified) Pay Ranges and Leadership Group Pay Spines

The pay progression arrangements for the relevant employee groups are outlined below.

9.1 NJC for Local Government Employees

Increments will be paid on 1st April each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

(ii) Employees with less than six months' service in the grade by 1st April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

NB: Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

9.2 Chief Officers – Chief Executive and Strategic Directors

The Chief Executive and Strategic Directors will not be paid any annual increment. Any progression within these salary ranges will be based solely on performance in accordance with the agreed performance related pay arrangements.

9.3 Chief Officers – Heads of Service

Increments will be paid to Heads of Service on 1 April each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources.

(ii) Employees with less than six months' service in the grade by 1 April shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 April.

NB: Any action under (i) or (ii) shall not interrupt the payment of subsequent increments on 1 April.

9.4 Employees on Soulbury salary scales

Increments will be paid on 1 September each year until the maximum of the level is reached subject to the following:

(i) In exceptional circumstances, increments may be accelerated within the grade at the discretion of the authority on the grounds of special merit or ability, subject to the maximum of the level not being exceeded in accordance with Head of Service delegation. This will only occur after careful consideration of equal pay requirements and consultation with Human Resources

(ii) Employees with less than six months' service in the grade by 1 September shall be granted their first increment six months from the actual date of their appointment, promotion or re-grading. All future increments will then be paid on 1 September.

(iii) Structured Professional Assessment points will be paid in accordance with the provisions of the Soulbury Committee and the Council's Soulbury Guidance note.

The small group of employees who remain subject to the local agreement reached in June 2005 for employees within school improvement posts are employed on 'spot points' and are therefore not entitled to receive annual increments.

9.5 Withholding an increment

For all employees in posts subject to incremental progression, an increment may be withheld due to poor performance. This will only apply where formal capability procedures are being followed in accordance with the Council's Capability Policy. Any increment withheld may be paid subsequently if the employee's performance improves.

9.6 Teachers and School Leaders

Progression for teachers paid on the main or upper pay ranges will be in accordance with the provisions of the STPCD (Wales) 2023; any pay movement, where awarded, applies from 1 September each year. Teachers employed on the Leadership spine (Head Teachers, Deputies and Assistant Head Teachers) are eligible to progress within the pay range for their post on 1 September each year until the maximum point is reached. Progression is subject to meeting the requirements for movement set out in the STPCD (Wales) 2023.

10.0 Pay on Promotion or Transfer

10.1 Move to a new post at the same level

Where an employee moves to a new permanent post at the same level, they will normally be appointed on the same salary point and retain the incremental date (where this is relevant) from their original post.

10.2 Pay on promotion

Where an employee receives a promotion, they will normally be appointed on the minimum point for the new post subject to them receiving a minimum of one increment above their current spinal point in their pre-promotion post.

All requests to appoint above the minimum of the level must be agreed by the relevant Head of Service, in consultation with their HR&OD Business Partner before any salary offer is made.

In the case of Chief Officers all requests to appoint above the minimum of the grade must be agreed by the relevant Appointments Committee of the Council.

11.0 Allowances: Overtime, Bank Holiday Working, Night Work, Standby

Employees on all terms and conditions, other than Chief Officers and teachers, may be paid allowances, where appropriate, in accordance with the relevant provisions of their terms and conditions of employment as supplemented by local agreement.

Chief Officers and teachers are not eligible for such allowances but are expected to undertake duties outside their contractual hours and working patterns as is commensurate with their salary level without additional payment.

12.0 Additional Payments – All Employees

Employees on all terms and conditions may be eligible for the following additional payments unless otherwise stated:

12.1 Additional Duties Scheme

There may be occasions when an employee is asked to carry out additional duties at a higher level to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's Additional Duties Scheme, which can be found [here](#).

N.B. Under the School Teachers' Pay and Conditions Document (Wales) 2023, there are no provisions which allow for the payment of honoraria to teachers.

12.2 Professional Fees

The Council does not pay or reimburse professional/registration fees with the exception of one designated Environmental Health post in order to retain NCC's accreditation status as a training centre with the Chartered Institute of Environmental Health.

12.3 Market Supplements

Within a diverse workforce encompassing highly skilled professional and technical roles the Council recognises there may be occasions where market forces produce a situation where, in exceptional circumstances, the Council may offer an additional temporary supplement to the pay of a post.

The Council has a Market Supplement Scheme for Local Government Service employees to ensure that requirement for any market pay supplements is objectively justified. With the exception of teachers, the Scheme may apply to other posts within the council.

Supplements are subject to regular review and can be withdrawn where no longer considered justifiable.

12.4 Additional Payments under the STPCD (Wales) 2023

The STPCD (Wales) 2023 makes provision for the following additional allowances/payments for teachers, subject to the necessary criteria being met:

- Teaching and Learning Responsibility Allowances
- Special Educational Need Allowances
- Recruitment or Retention Incentives and Benefits
- Payments for participation in continuing professional development undertaken outside the school day, out-of-school hours learning activities, activities relating to the provision of initial teaching training and / or additional responsibilities and activities
- learning activities

Where the Council has centrally employed teaching staff, it may make use of the above allowances, subject to meeting the relevant provisions of the STPCD (Wales) 2023.

12.5 Travel and Subsistence Expenses

The Council's Travel and Subsistence Policy seeks to ensure that no employees will be financially disadvantaged whilst undertaking duties which take them from their normal place of work. Employees will be reimbursed additional travelling or subsistence expenses incurred in the course of their work in accordance with this policy, subject to evidence of expenditure being produced. Details of the current rates for travelling and subsistence expenses can be found [here](#).

13.0 Returning Officer

The Council has agreed that the Chief Executive undertakes the role of Returning Officer in respect of local and national elections.

The Returning Officer is an officer of the City Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from their duties as an employee of the Council. As Returning Officer, they are paid a separate allowance for each election for which they are responsible.

Other Council staff may undertake duties on behalf of the Returning Officer, e.g. polling clerks, count supervisors, etc. They will receive separate payments for these duties based on their role in any election process.

14.0 Employee Benefits

In addition to an employee's salary, the Council is able to offer a comprehensive range of benefits designed to enhance the work / life balance of our employees. The current benefits include:

- the Local Government/Teachers' Pension Schemes as applicable
- annual leave entitlements in addition to bank holiday entitlement
- The option to purchase up to one week of additional annual leave
- learning and development opportunities
- flexible working arrangements
- employee wellbeing schemes, such as counselling
- childcare vouchers
- cycle-to-work scheme
- car lease scheme
- technology purchase scheme
- discounted gym and leisure membership
- use of the Vectis card scheme to provide retail discounts
- access to financial support and advice
- pay advance facility
- advance loans for sustainable rail and bus travel
- access to shared cost additional voluntary contributions schemes.

15.0 Detriment Arrangements

15.1 All employees except Teaching staff

The Council has a non-contractual Detriment Scheme for those employees whose posts are downgraded as a consequence of implementing structural change. This can be found on the Council's Intranet. Detriment arrangements will not apply where the move to a lower graded post is voluntary.

15.2 Teaching Staff

There are specific statutory arrangements in place for teachers whose posts are downgraded as a result of implementing structural change or because of the implementation of school reorganisations. These provisions are outlined in the STPCD (Wales) 2023.

16.0 Termination of Employment

16.1 Payments on Termination

Where an employee's employment is brought to an end on grounds of redundancy or early retirement, they will receive payment on termination of their employment in accordance with the Council's Redundancy Payments and Early Retirement Guidance and discretions relating to the Local Government Pension Scheme policy. This guidance sets out the Council's approach to statutory and discretionary payments on termination of employment of all employees, prior to reaching normal retirement age. It includes the Council's discretions in accordance with the following statutory regulations:

- The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007, The Local Government Pension Scheme Regulations 2013 and the Local Government Pension Scheme (Transitional Provisions & Savings) Regulations 2014
- The Teachers' Pension Scheme Regulations 2010 and Teachers (Compensation for Redundancy and Premature Retirement) Regulations.

Chief Officer severance packages above £100,000 must be agreed by full Council. The severance /redundancy package includes any redundancy payment, contractual notice period and full cost of early release of pension (as required under Regulation 68 (2) of the Local Government Pension Scheme).

Payments to the Chief Executive falling outside these provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader and Deputy Leader.

Other payments to other Chief Officers falling outside these provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Leader and the Cabinet Member for Organisational Transformation.

16.2 Re-employment following termination

The Council will not re-employ ex-employees who have been made voluntarily redundant (or left in the "efficient exercise of the service") until a period of 24 months from their leaving date has expired. The same restriction will apply in respect of the placement of such ex-employees via employment agencies or as self-employed consultants under a contract for services. For the avoidance of doubt this restriction does not apply to employees who were made compulsory redundant. Where a former employee is re-employed at Chief Officer level, the appointment will be subject to the approval of full Council in accordance with the provisions of the Council's constitution.

The Council will not re-employ staff whose termination of employment is covered by a Settlement Agreement or COT3. The same restriction will apply in respect of the placement of such ex-employees via Employment Agencies or as self-employed consultants under a contract for services.

Delegated authority will be given to the Chief Executive, Strategic Directors (for posts in their respective services), Head of People, Policy and Transformation and the Head of Law and Standards to consider any pre or post termination requests to waive this policy provision on a case by case basis. A number of factors will be relevant in considering requests to waive this policy provision including, financial, working relationships and trust and confidence (this is not an exhaustive list). In the event that a request to waive is agreed, ex-employees will not be able to recommence employment with the Council (after an open advertisement and successful outcome from a recruitment and selection process) until a period of time has elapsed that is equal in length to the number of weeks' pay their redundancy or compensation payment equates to.

17.0 Confidentiality

The application of this Pay and Reward Policy will be undertaken in an open and transparent way but the salary details of individual members of staff shall remain confidential. Where the Council is required to publish salary information in accordance with the provisions of the Accounts and Audit (Wales) Regulations 2005, this information is published on an anonymised basis due to the requirements of the current Data Protection Act.

18.0 Workforce Information

It is recognised that accurate workforce data is critical to the management of the Council's most valuable and costly resource, its employees, and to the implementation of this Pay and Reward Policy. People, Transformation and Policy will be responsible for analysing the data that is currently collected in order to inform any future proposed changes to this policy/related policy and in order to fully understand the financial context.

19.0 Partnership with Trades Unions

The Council will endeavour to maintain the joint working approach that it has developed with its recognised Trade Unions and will continue to work closely with them on pay related matters. There has been consultation with representatives of the recognised Trade Unions during the development of this Pay and Reward Policy. Collective bargaining processes will be followed as appropriate for any proposed changes to pay and/or allowances.

20.0 Publication

Following approval by the full Council, and in accordance with the requirements of the Localism Act, this Pay and Reward Policy will be published on the Council's Website.

In addition, for posts where the full-time equivalent salary is at least £60,000, in accordance with the provisions of Accounts and Audit (Wales) Regulations 2005, the Council's Annual Statement of Accounts will include a note setting out:

- the total amount of salary, fees or allowances paid to or receivable by the postholder in the current and previous year
- any bonuses so paid or receivable by the postholder in the current and previous year
- any sums payable by way of expenses allowance that are chargeable to UK income tax
- any compensation for loss of employment and any other payments connected with termination
- any benefits received that do not fall within the above.

21.0 Policy Review

This Pay and Reward Policy outlines the current position in respect of pay and reward within the Council. It will be reviewed and reported to Council on an annual basis to ensure it meets the principles of fairness, equality, accountability and value for money for the authority and its residents.

This Pay and Reward Policy is updated and approved by Council on an annual basis. This statement will come into immediate effect once fully endorsed by Council at its meeting in March 2024.

Appendix A: NJC FOR LOCAL GOVERNMENT WORKERS SALARY RATES 1 APRIL 2023

Spinal Column Point	Annual Salary £	Monthly Salary £	Weekly Salary £	Hourly Rate (37) £		
1	0	0	0	0		
2	22,366	1,703.42	392.02	10.5951	(210-253)	
3	22,737	1,734.30	399.13	10.7872		Grade 2
4	23,114	1,765.75	406.36	10.9828		(254-297)
5	23,500	1,797.90	413.76	11.1828	Grade 3	
6	23,893	1,830.66	421.30	11.3865	(298-341)	
7	24,294	1,864.08	428.99	11.5944		
8	24,702	1,898.09	436.82	11.8060		Grade 4
9	25,119	1,932.86	444.82	12.0222		(342-397)
10	25,545	1,968.32	452.98	12.2427		
11	25,979	2,004.47	461.30	12.4676		
12	26,421	2,041.32	469.78	12.6968		
13	26,873	2,078.96	478.44	12.9309		
14	27,334	2,117.38	487.29	13.1699	Grade 5	
15	27,803	2,156.50	496.29	13.4132	(398-453)	
16	28,282	2,196.40	505.47	13.6614		
17	28,770	2,237.09	514.84	13.9145		
18	29,269	2,278.65	524.40	14.1730		
19	29,777	2,320.99	534.14	14.4363		
20	30,296	2,364.25	544.10	14.7054		Grade 6
21	30,825	2,408.33	554.25	14.9796		(454-509)
22	31,364	2,453.24	564.58	15.2589		
23	32,076	2,512.58	578.24	15.6280		
24	33,024	2,591.60	596.42	16.1195	Grade 7	
25	33,945	2,668.33	614.08	16.5968	(510-565)	
26	34,834	2,742.41	631.13	17.0575		
27	35,745	2,818.33	648.60	17.5298		
28	36,648	2,893.57	665.91	17.9977		Grade 8
29	37,336	2,950.89	679.11	18.3543		(566-621)
30	38,223	3,024.86	696.13	18.8143		

31	39,186	3,105.10	714.60	19.3134		
32	40,221	3,191.33	734.44	19.8498	Grade 9	
33	41,418	3,291.11	757.40	20.4704	(622-677)	
34	42,403	3,373.18	776.29	20.9809		
35	43,421	3,458.00	795.81	21.5084		
36	44,428	3,541.94	815.13	22.0305		Grade 10
37	45,441	3,626.36	834.56	22.5556		(678-743)
38	46,464	3,711.57	854.17	23.0856		
39	47,420	3,791.29	872.51	23.5814	Grade 11	
40	48,474	3,879.11	892.72	24.1277	(744-809)	
41	49,498	3,964.42	912.36	24.6583		
42	50,512	4,048.92	931.80	25.1839		Grade 12
43	51,515	4,132.50	951.04	25.7037		(810-875)
44	52,750	4,231.67	973.86	26.3205		
45	54,025	4,333.92	997.39	26.9565	Grade 13	
46	55,328	4,438.42	1,021.44	27.6065	(876-941)	
47	56,655	4,544.92	1,045.95	28.2689		
48	58,022	4,654.58	1,071.19	28.9510		Grade 14
49	59,418	4,766.58	1,096.96	29.6477		(942-1007)
50	60,858	4,882.08	1,123.54	30.3661		
51	62,331	5,000.25	1,150.74	31.1011	Grade 15	
52	63,837	5,121.08	1,178.55	31.8526	(1008+)	
53	65,378	5,244.67	1,206.99	32.6213		

Appendix B: CHIEF OFFICER SALARY RATES – 1 APRIL 2023

JOB TITLE	GRADE	SCALE	ANNUAL SALARY £
CHIEF EXECUTIVE	MD01	001	135,842
		002	142,639
		003	149,436
		004	156,235
STRATEGIC DIRECTORS	CD01	001	114,391
		002	118,553
		003	120,352
		004	124,429
HEADS OF SERVICE	HDS01	001	84,919
		002	86,995
		003	89,116
		004	91,289

Appendix C: SOULBURY SALARY RATES – 1 SEPTEMBER 2023
i) EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)

SPINE POINT	SALARY FROM 1.9.23	SPINE POINT	SALARY FROM 1.9.23
1	40540	26	73173
2	41920	27	74403
3	43224	28	75650
4	44545	29	76899
5	45857	30	78146
6	47170	31	79382
7	48550	32	80637
8	49878	33	81894
9	51425	34	83180
10	52805	35	84465
11	54166	36	85784
12	55484	37	87083
13	56976	38	88396
14	58308	39	89691
15	59777	40	90985
16	61106	41	92285
17	62440	42	93585
18	63748	43	94883
19	65097	44	96189
20	65794	45	97490
21	67133	46	98794
22	68301	47	100102
23	69586	48	101399
24	70739	49	102700
25	71971	50	104004

NOTES:

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate employees.

* normal minimum point for EIP undertaking the full range of duties at this level

** normal minimum point for senior EIP undertaking the full range of duties at this level

*** normal minimum point for leading EIP undertaking the full range of duties at this level

**** extension to range to accommodate structured professional assessments.

ii) EDUCATIONAL PSYCHOLOGISTS

EDUCATIONAL PSYCHOLOGISTS - SCALE A	
SPINE POINT	SALARY FROM 1.9.23
1	42422
2	44474
3	46525
4	48575
5	50627
6	52678
7	54609
8	56540
9	58348
10	60160
11	61848

NOTE:

*The 11-point scale A provides for up to 3 additional SPA points to be added to the post holder entitlement on the appropriate 6-point range

ii) SENIOR EDUCATIONAL PSYCHOLOGISTS

SENIOR AND PRINCIPAL EDUCATIONAL PSYCHOLOGISTS (B) SALARY RANGE			
SPINE POINT	SALARY FROM 1.9.23	SPINE POINT	SALARY FROM 1.9.23
1	52678	10	66425
2	54609	11	67706
3	56540	12	69010
4	58348	13	70337
5	60160	14	71621
6	61848	15	72966
7	62540	16	74297
8	63836	17	75637
9	65120	18	76976

NOTES:

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate employees.

* Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level

** Extension to range to accommodate discretionary scale points and structured professional assessments

Appendix D: **TEACHERS' SALARY RATES – 1 SEPTEMBER 2023**i) **TEACHER PAY RANGES**

QUALIFIED TEACHERS –	WALES		
MAIN RANGE	£ p.a.	UPPER PAY RANGE	£ p.a.
M1		UPS1	41927
M2(min)	29278	UPS2	43481
M3	31630	UPS3	45085
M4	34067		
M5	36749		
M6 (max)	40443		

UNQUALIFIED TEACHERS –	WALES
1	19689
2	21979
3	24268
4	26557
5	28849
6	31139

ii) **ADDITIONAL ALLOWANCES / PAYMENTS**

TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS	ANNUAL ALLOWANCE £		ANNUAL ALLOWANCE £	
TLR 3 BAND (fixed-term award only)	Minimum	619	Maximum	3,071
TLR 2 BAND	Minimum	3,115	Maximum	7,605
TLR 1 BAND	Minimum	8,986	Maximum	15,204
SPECIAL EDUCATIONAL NEEDS (SEN) ALLOWANCES	ANNUAL ALLOWANCE £			
SEN RANGE	Minimum	2,461	Maximum	4,855

iii) PAY SPINE FOR THE LEADERSHIP GROUP

(This spine applies to Headteachers, Deputy Headteacher, and Assistant Headteachers)

LEADERSHIP PAY – 1/9/23			
	WALES		
MAIN RANGE	£ p.a.		
1	45725	24*	79713
2	46869	24	80510
3	498039	25	82510
4	49235	26	84552
5	50461	27*	85789
6	51729	27	56647
7	53120	28	88796
8	54346	29	90995
9	55702	30	93260
10	57133	31*	94616
11	58616	31	95564
12	59967	32	97939
13	61466	33	100371
14	62998	34	102853
15	64565	35*	104366
16	66283	35	105410
17	67804	36	108019
18*	68821	37	110704
18	69509	38	113444
19	71234	39*	115058
20	72999	39	116209
21*	74065	40	119108
21	74806	41	122084
22	76663	42	125142
23	78561	43	127000

*These points and point 43 are the maximum salaries for the eight headteacher group ranges

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Report

Cabinet

Part 1

Date: 6 March 2024

Subject **Property services arrangements**

Purpose To determine the future model for the provision of property services for Newport City Council

Author Strategic Director – Corporate and Transformation

Ward All

Summary The Norse joint venture partnership established in July 2014 comes to an end on 31st December 2025 (extended from the original end date of July 2024). This partnership provides an integrated property and facilities management service including professional services such as estates management and design, building maintenance, premises management and cleaning, supported by a direct labour work force. The partnership continues to provide a range of essential services to the Council, with considerably increased annual turnover since its inception.

Following an initial report to Cabinet in December 2022, a review of potential models for future service delivery has taken place supported by evidence and undertaken by Scrutiny.

Taking into account the review of the models, combined with the significant work being delivered by Newport Norse, the report considers the key risks and potential benefits, and recommends the establishment of an arms-length trading company wholly owned by Newport City Council to be established by the end of the current joint venture in December 2025. The details of the proposed model and mobilisation plan will be developed by relevant officers to establish arrangements to develop a detailed proposal and report to Cabinet on progress.

Proposal To agree, in principle, the future model for delivery of property services as a local authority trading company as outlined in the report, and direct the Strategic Director for Transformation and Corporate Services, in consultation with the Council's Statutory Officers:

1. to prepare a proposal document regarding the setting up of an arms-length company wholly owned by the Council for the purpose of delivering property services to the Council from January 2026;
2. to obtain such advice and information as is necessary in order to enable the preparation of that document;
3. to take such mobilisation steps as are necessary to enable the setting up of the new model, but not including the registration of the company at Companies House; and

4. to report back to the Cabinet at a later date regarding the proposal and progress of the above.

Action by Strategic Director; Head of People, Policy and Transformation, Head of Finance and Head of Law and Standards

Timetable Immediate

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
- Overview and Scrutiny Management Committee

Signed

Background

In July 2014, Newport City Council and Norse Commercial Services, owned by Norfolk County Council created a Joint Venture (JV) agreement to form Newport Norse and entered into a Service Agreement for the provision of property services to the Council. The JV is wholly owned by the public sector with surplus trading income shared between Newport City Council and the parent company, Norse Commercial Services. This partnership provides an integrated property and facilities management service and includes professional services such as estates management and design, building maintenance, premises management and cleaning. The Services Agreement for the JV was for an initial 10-year period terminating on 30th June 2024, extended to 31st December 2025 by Cabinet approval in December 2022. This extension provided an opportunity to review the arrangement and fully understand and establish future requirements.

The review considered opportunities and risks of changing the model, based on good practice and feedback on current arrangements, the requirements of the Council's Corporate Plan 2022-2027 and aspirations to ensure social value within any new model.

The Council's work with Norse has delivered a range of benefits to the Council, and the wider community. The partnership has generated significant local spend with suppliers, and Norse employs around 320 staff including front line, professional and technical staff and supporting talent development with apprentices and trainees.

Within the current JV Newport Norse manage a range of built assets for the City Council with a total asset value of some £320m. The Norse JV has provided a 'one stop shop' for all property services, and acted as the Council's Corporate Landlord, ensuring Council policy is followed and that the Council optimises the use of its property assets.

The Partnership has been the subject of annual Scrutiny reports, most recently in November 2023. At these meetings, the positive progress made has been noted, although matters have been raised that include the current service agreement (the setup of the current model) and a broader desire for an emphasis on wider social and community value, aligning with the aspirations of the Council's Corporate Plan to place social value at the core of our activity.

Current model

Newport Norse is a Joint Venture partnership between Newport City Council and Norse Commercial Services Ltd ('NCS'). NCS is wholly owned by Norfolk County Council. The model was created in 2014 under a 10-year Joint Venture Agreement.

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 taken into account their head office overheads and taxes. The Council's value share is taken as a discount or rebate against the fees paid to the JV Company. Newport Norse is Teckal exempt, meaning the Council can award directly to it without the need for market procurement. As Newport Norse is a local authority-controlled company it must carry out up to 80% of its work for the Council, but also has the ability to trade externally.

The Norse JV provides a 'one stop shop' for all property services, which includes:

- building maintenance, including direct labour
- statutory testing and inspection
- cleaning and catering
- estates and valuation
- design and construction procurement
- project management
- corporate premises management

The company's turnover at its inception in 2014/2015 was £4.1m, with turnover rising in 2022/2023 to £24.9m. The Council receives 50% of the surplus annually (Scrutiny Report: November 2023).

Over the last nine years circa. £4m has been rebated back to the Council, much of which would effectively have been paid to private sector companies previously. This rebate received by the Council annually has been re-invested into delivering services to residents. As part of the establishment of the Norse JV circa 200 staff were initially TUPE transferred into the Joint Venture, with protected terms, conditions, and pension rights. This partnership has ensured the longevity of good quality jobs and opportunities, maintained local government pension provision for those eligible, and continued with positive employment practices such as paying, as a minimum, the 'Real Living Wage' rate.

The Council commits an annual budget for the core funded property work within the agreement and has 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.

Review

As part of the review process officers have worked with members through a Scrutiny Policy Review Group (PRG), and with a range of key stakeholders. A cross organisational team has been established working with external support to add important experience of similar work programmes. As key stakeholders, Newport Norse have also been engaged in the review through workforce and manager engagement which is ongoing and is critical to the successful transition to any new model.

Through the Scrutiny PRG a range of options were considered based on external property services practice including other local authorities, ensuring alignment with the Councils strategic priorities, views of key stakeholders and external advice. The options in the review work included: insourcing of services to NCC; renewal or update of the Norse Joint Venture; commissioning some/all services externally to the Council; a community interest company; an 'arms-length' organisation such as local authority trading company; shared service model and a 'hybrid' models offering mixed delivery depending on the function/ service being delivered.

The PRG's role was to appraise options for future models of service delivery and make comments and recommendations to Cabinet on the options which align best with the Council's strategies and values to take forward based on their findings. The recommendations of the Review Group were also presented to and agreed by Overview and Scrutiny Management Committee on 30th January 2024. The Group's recommendations are intended to inform the Cabinet decision, through their detailed and extensive evaluation of the requirements and proposal.

Findings

It is important to note that the Council values the successful track record and collaborative relationship between the Council and Norse and the collective achievements the partnership has delivered to date. The workforce 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 expertise to review and rationalise our assets.

Although the JV partnership has delivered a range of successful outcomes for NCC, the financial rebate arrangement established in the contract, contract pricing, and the level of community benefit or social value built into the partnership requires review. It is noted that, the end of the current JV presents a level of risk to ongoing work and projects for the Council and potentially to the workforce.

The review was considerate of this, and key recommendations are that: the transition is adequately resourced both internally and with the necessary external specialist resource; whilst also ensuring that as far as possible, the knowledge, skills and experience of the Norse workforce is maintained, and attrition is minimised. Ensuring a seamless transition to the new model is also key. The requirement to improve and strengthen the client-side arrangements in any new model was also noted.

The review identified and considered a range of service delivery models which could support the delivery of property services for the Council. These were:

- Shared Service/Collaborative working with public sector partners,
- Creating a wholly owned Local Authority Trading Company (LATCo),
- Creating a Social Enterprise/Community Interest Company (CIC) or
- A “hybrid” solution, utilising any of the above or other options, where beneficial.

In considering the evidence the review considered options which had potential to:

1. Align with strategic priorities (Strategic case);
2. Be financially advantageous and operationally deliverable (Economic & Financial case);
3. Have viable procurement processes and ensure the delivery of value for money services (Commercial case).
4. Be successfully mobilised and established as an operational entity (Management case)

Following this assessment, the review considered best fit using the following criteria:

- Strategic Alignment
- Service delivery quality
- Financial advantage
- Degree of NCC control
- Social value potential
- Ease of deliverability
- Transition risk

Scrutiny recommended the most viable option to take forward was a local authority trading company (LATCo) for the majority of services within the current model, on a hybrid basis – that is using other options where beneficial for service delivery.

Recommendations

The Group recommended that officers be delegated the authority to decide whether areas should be placed into the LATCo model, commercial or in-house provision after careful consideration on where it would be most beneficial to Newport City Council.

Scrutiny made the following additional recommendations:

1. Advice received, experience of other local authorities, and the view of members is that the transition and new model should be resourced appropriately;
2. That the model should be sufficiently flexible to allow for future expansion such as shared service, or additional service provision;
3. The Scrutiny Review Group proposed monitoring through OMSC through the programme of work, and the outcomes of this monitoring should also be reported to Cabinet.

Social value

The Council's Corporate Plan and Well-being Objectives demonstrate the Council's commitment to prioritising social, economic, cultural, and environmental wellbeing for the city and our partners. This recognises the way in which we manage our spend with suppliers, service providers and contractors, can make a significant contribution to this priority.

In March 2023, Cabinet approved the NCC core list of Themes, Outcomes and Measures (TOMs) for social value measurement reporting on outcomes at six monthly intervals. Progress on these was reported to Cabinet in February 2024. The TOMs for social value is a measurement framework that allows for an unlocking of social value through its integration into procurement and project management. Following adoption of the overarching framework in early 2022, officers have developed a core suite of measures for use within NCC that aligns with corporate priorities and objectives and supports the delivery of the Corporate Plan.

It is proposed that the new model will be required to report through the established TOMs framework ensuring that social benefit is integrated within the model. The use of the core TOMs will support the delivery of social value, alongside climate change work, and will assist in the reporting of compliance with the Wellbeing of Future Generations (Wales) Act (2015) and the forthcoming Social Partnership & Public Procurement Act.

The new delivery model will also adopt an integrated framework and any other existing policies/good practice that combines financial, environmental, social and governance performance. This reporting has started through the JV annual reports to Scrutiny and will be further developed when the new model has been agreed and set up.

Stakeholder engagement

Stakeholder engagement and feedback has been considered in the review, and will be increasingly important as arrangements progress, particularly for clients, Norse management, and workforce, who are critical for a successful transition to any new arrangement.

Responses from the Norse workforce to a recent questionnaire highlight the importance of effective communication and collaboration in the transition over the next two years. The feedback (outlined below) provides helpful insight into managing the change and will be considered in the development and implementation of the new delivery model.

Summary and Conclusions

Taking into account the significant work being delivered by Newport Norse, the risks and potential benefits of the end of the current partnership, and the aspirations of the Council as set out in the Corporate Plan and subsequent development of the TOMs framework, the report recommends the establishment, in principle, of an arms-length trading company. This to be wholly owned by Newport City Council and set up by the end of the current joint venture, subject to the development of a proposal which will be reported to Cabinet. The developing model should be sufficiently flexible to allow for future expansion such as shared service, or additional service provision.

The development of the proposed model and mobilisation plan is requested to be delegated to relevant officers to establish arrangements and report to Cabinet on progress.

Financial Summary

It is recognised that significant work is required to remodel budgets, including the current annual rebate arrangements in the new model, and this will follow the in-principle decision, with the development of the detailed proposal. It will be important to ensure that the future model is established in a way that minimises risk and maximises value for money for the Council.

The current arrangements for annual rebate returned to the parent company; and charging for back-office costs could provide some flexibility to fund certain cost increases, including the increase in client-side arrangements, and work has commenced to review this through a segmental analysis of the business. However, this cannot be known with certainty at this point as work is on-going on the company finances and will therefore need to be assessed and included in the work to develop the more detailed proposal. Work to date suggests that the workload associated with the Council's significant capital programme is key to the financial profitability and rebate of the current JV arrangement, and the potential impacts arising from this needs to be assessed in the detailed proposal, in particular the ability to fund certain cost increases.

The development of a 'Local Authority Trading Company' will likely incur significant one-off costs to establish and will be identified as part of the detailed proposal development. This is in addition to the existing internal resources required to facilitate and complete this project, currently funded from the Invest to Transform reserve. The Council will need to ensure that the reserve has sufficient funding to fund the one-off costs of the new company set up costs.

Risks

As outlined in the original report, the proposal to extend the current partnership in the medium term mitigated against some risk. The Corporate Risk Register also 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 the development of a new model, at pace.	Strategic Director - Corporate and Transformation
Impact on partnership working, and Norse staff of not having an agreed way forward.	M	L	This report proposes the development of a new model, at pace, and notes the consultation undertaken.	Head of People, Policy, and Transformation.
Operational risk if the transition is not effectively resourced.	H	M	Budget arrangements yet to be determined and will progress following this in principle decision.	Strategic Director – Corporate and Transformation
Financial risk if agreement if not reached and contract not extended.	M	L	Budget arrangements yet to be determined and will progress following this in principle decision.	Head of People Policy and Transformation
Disruption to management of the property estate (Corporate Risk) and major projects.	M	L	This report proposes the development of a new model, at pace. Officers will consider when external support is required.	Head of People Policy and Transformation
Increased income target in the budget (MTFP) may present a future risk /overhead in the	M	H	Work to create the new model and develop the financial model will need to consider this.	Strategic Director – Corporate and Transformation

development of any new model			However, this risk is present in the existing and all other models considered as major projects reduce, value return will also reduce.	
Risks of wholly owning the company	M	H	Cabinet will need to be assured that the risks of establishing a wholly owned LATCO are dealt with in the proposal, and this affords best value for money for NCC.	Head of Finance/ Strategic Director

* 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 agree, in principle, the future model for delivery of property services from January 2026, subject to a proposal which will be reported to the Cabinet and delegating authority to the Strategic Director of Transformation and Corporate Services to commence work on that proposal and mobilisation of the new model to deliver benefits as outlined within the Cabinet Report and supporting review.
- 2) To not agree to the development of the proposed model and to request officers carry out more work to assess potential alternative options for future service delivery, noting the risk of the contract end date.

Preferred Option and Why

Option 1, so as to enable work to commence on the development of the above-mentioned proposal document in order to progress this project and ensure that the Council remains on target to implement a new model in good time prior to the expiry of the existing arrangement.

Comments of Chief Financial Officer

The report is recommending that the current JV Agreement is replaced with a wholly owned Local Authority Trading Company. A number of considerations arise from this:

Work is currently on-going to understand the company finances and the risks and opportunities that may arise from that. Initial work suggests that the Council's relatively large capital programme which

the JV delivers is a key financial underpin for the JV's profitability and council rebate, and the potential impacts arising from this needs to be assessed in the detailed proposal. As noted in the risks section of this report, this transition may incur base budget cost pressures to bring about depending on the findings of the current financial analysis work being undertaken and the detailed proposal development.

The setting up of a company will incur significant one-off costs and the ability of the Councils Invest to Transform reserve will need to be assured to enable funds to be earmarked for that. Currently, the reserve is below its minimum level, but the forecast 2023/24 revenue budget underspend allows the opportunity to augment current levels.

Any new company will require setting up with an appropriate liquidity (i.e. cash) buffer and whilst there are options in how this is achieved, the realistic option is that the Council provides that (the JV is currently cash-flowed by Norfolk Council / NORSE Group finances) via a loan or similar arrangement and therefore this introduces a new risk which will need to be included in any business case development.

The combination of the cost of change and the future risks and opportunities which come about from the business case will together be key issues to understand and confirm the VFM issues arising from this change.

Comments of Monitoring Officer

The report indicates that the Scrutiny PRG has concluded, in principle, that the most appropriate model for the delivery of the Council's property services going forward would be through an arms-length company fully owned by the Council. Such a solution would be lawful and it is therefore open to the Council to proceed to explore this further. The report seeks Cabinet approval for the development by officers of a detailed proposal which would set out the details of the proposed model; such detailed proposal would then be brought back before Cabinet at a later date for approval. At the same time, the Cabinet is asked to grant authority to officers to take steps to begin to implement ("mobilise") the proposed solution.

It is anticipated that the Interim Head of Law and Standards will be working closely with the team of officers which will be carrying out this work in order to address any legal issues which arise during the process; a substantive legal commentary will be provided when the detailed proposal is finalised and brought before the Cabinet for consideration.

Comments of Head of People, Policy, and Transformation

This report seeks Cabinet agreement on the future model for delivery of property services for Newport City Council as a local authority trading company from January 2026.

There are clear links to the Council's Corporate Plan 2022-27 vision of 'an ambitious, fairer, greener Newport for everyone', and supports its Well-being Objectives including Objective 4 (An Inclusive, Fair and Sustainable Council – Newport City Council is an inclusive organisation that places social value, fairness, and sustainability at its core).

The principles of the Well-being of Future Generations (Wales) Act 2015 and its five ways of working have been considered including the decision over the medium-term to extend the existing partnership and look to a longer-term solution that provides social value and community benefit. This will aim to prevent future problems through property management and asset rationalisation; and has been developed in a collaborative way, involving Scrutiny and key stakeholders.

A FEIA has been completed and has been [published](#).

There are no HR implications relating directly to this report, although by agreeing to enter into a Local Authority Trading Company arrangement there will be HR implications, including TUPE procedures as work is progressed to a new delivery model. This will form part of future discussions during and post review period.

Scrutiny Committees

The Norse JV partnership has been reported to Partnership Scrutiny Committee annually, and previous recommendations are considered in the review.

Following a referral to Overview and Scrutiny Management Committee a Policy Review Group (PRG) was established and following its review reported back to the management committee. The findings and recommendations of the Committee are summarised below.

OSMC PRG

The PRG's role was to appraise options for future models of service delivery and make comments and recommendations to Cabinet on the options which align best with the Council's strategy and values to take forward based on their findings.

The Group had scope to request further information and witnesses to provide expert advice and the Group utilised this to aid their determinations.

The Group had scope to suggest options, but this was not necessary.

OSMC PRG - Conclusions and Summary of Recommendations to the Cabinet

The Group were asked to make comments and recommendations based on their review.

The following are the conclusions of the Group:

General Comments and Recommendations

1. The Group recommended that regardless of the option taken forward, it should be resourced appropriately and that a resourcing plan should be established from March 2024 – December 2025 and thereafter, and that Cabinet must be satisfied with the resources allocated.
2. The Group recommended that project progress, regardless of Cabinet's decision on the model taken forward, should be presented to the Overview and Scrutiny Management Committee for review on a 6-monthly basis until the new arrangement began, from which time it would fall to the Performance Scrutiny Committee – Partnerships to monitor performance.
3. The Group recommended that any new contract should be sufficiently flexible to allow for future development of the business; whether that is through a Shared Service opportunity or expansion of the services offered; without having to wait for the end of the existing contract.

Most Viable Option Comments and Recommendations

The Group recommended that based on all information and submissions they had considered, the most viable option to take forward was a LATCo - "hybrid" model. The Group recommended that Officers be delegated the authority to decide whether areas should be placed into the LATCo model, commercial or in-house provision after careful consideration and where it would be most beneficial to Newport City Council.

The Group felt that while not appropriate at this stage, the Shared Service model should not be discounted for future consideration.

Fairness and Equality Impact Assessment:

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

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 of the existing partnership supported the review of the arrangements and gave us time to look at 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 that meet the National Well-being Goals.
- Collaboration: The proposal is a partnership approach involving Scrutiny and key stakeholders.
- Involvement: Discussions have taken place at Scrutiny Committee alongside the gathering of views of the Norse workforce. While the well-being objectives set out in the Corporate Plan were subject to public consultation.

These considerations are also included in the FEIA.

Consultation

As outlined in the report, consultation with stakeholders has been considered in the review, and will be increasingly important as arrangements progress, particularly for clients and the Norse management and workforce, who are critical to a successful transition to any new arrangement.

A number of themes can be identified from the responses received, such as how Norse employees feel that the Newport Norse JV has transformed its service provision since inception in 2014, and has been able to upskill, and grow its workforce effectively. A number of respondents also highlighted the need for effective communication and collaboration in the transition over the next two years. Some of their concerns were centred around uncertainty which will be addressed through frequent engagement.

Feedback from Norse workforce

Following initial engagement through discussion and questionnaires, a number of themes can be identified from the responses received:

- Positive aspects of the joint venture: The respondents highlighted the effective collaboration and relationships, the operational autonomy and flexibility, the communication and knowledge sharing, the positive work culture and well-being, the financial and operational success, and the transformation and innovation that the joint venture enabled.
- Areas for improvement or change in a new model: The respondents suggested improving the operational efficiency and structure, the staff well-being and development, system and process improvement, the collaboration and communication, the financial and community impact, and also noted positive promotion of the new model.
- Concerns about the transition: The respondents expressed concerns about job security and employment conditions, the transition and communication, the decision process and the new model's viability and independence.
- Support or resources needed for a successful transition: The respondents indicated the need for IT and system support, updates, meetings, and communication, HR and legal support, resources and budget, and staff involvement and engagement during the transition.

- Support or guidance: The respondents asked for communication and updates, staff inclusion and consultation, support, and guidance for learning new systems and processes, clarity, and transparency, and addressing concerns about potential impacts on jobs, benefits, and work arrangements.

This feedback provides helpful insight into managing the change and will continuously be considered in the development and implementation of the new delivery model.

A Communication Plan has been developed which details the mechanisms that will be used to enable a structured engagement approach with the Newport Norse employees and other stakeholders that will be affected by the change. This is a continuous process that will continue throughout the duration of the review and transition to a new model. This will ensure that this important group are able to adapt to the new delivery model which is essential for the successful implementation and seamless transfer of services.

Background Papers

Partnership Scrutiny Committee November 2023

Cabinet Report March 2023, Newport City Council Core TOMs (Themes, Outcomes and Measures) for Measuring Social Value in Contracts (update Report Feb 2024)

Cabinet Report December 2022

Overview and Scrutiny Management Committee January 2024

Dated: 29 February 2024



Report

Cabinet

Part 1

Date: 6 March 2024

Subject **Sustainable Communities for Learning – Rolling Programme for Investment 2024 – 2033**

Purpose To approve the investment objectives upon which Newport City Council's Sustainable Communities for Learning 9-year rolling programme is based and confirm that a Strategic Outline Programme reflecting these objectives can be submitted to Welsh Government for consideration.

Author Assistant Head of Education – Resources

Ward All

Summary Welsh Government's Sustainable Communities for Learning Programme provides match funded investment for school infrastructure improvements at a 65% intervention rate. The next wave of this scheme – a 9-year rolling programme – is due to begin in April 2024.

The priorities for the programme over this period have been identified and are driven by strategic aims which include reducing poor quality school accommodation, ensuring a sufficiency of school places to meet demand across primary and secondary sectors, and creating additional Welsh-medium places and pathways to meet the ambitious targets outlined in the Council's Welsh in Education Strategic Plan (WESP).

Outline scoping has been undertaken to inform the overall cost of the programme and the Council's own financial contribution. The availability of that will require on-going assessment and review to ensure it is affordable within the Council's financial and capital planning. The deadline for Local Authorities to submit a Strategic Outline Programme to Welsh Government is 31st March 2024.

Proposal **That Cabinet agrees that the investment objectives upon which Newport City Council's Sustainable Communities for Learning 9-year rolling programme is based are appropriate and that as a result a Strategic Outline Programme reflecting these objectives can be submitted to Welsh Government for consideration.**

Action by Chief Education Officer

Timetable Immediate

This report was prepared after consultation with:

- Cabinet Member for Education & Early Years
- Corporate Management Team
- Education Senior Management Team
- Assistant Head of Finance

Signed

Background

The Sustainable Communities for Learning programme (formerly known as the 21st Century Schools and Colleges Programme) is a long-term investment in schools and colleges to develop them as hubs for learning and to reduce the number of poor condition buildings by focusing resources on providing the right schools in the right places.

The programme represents the largest infrastructure investment in schools since the 1960s, providing school build and improvement projects through a match-funding commitment from Welsh Government. The first wave of investment (Band A) was delivered under a 50/50 funding arrangement between the Council and Welsh Government; the current programme, known as Band B, has seen Welsh Government's intervention rate increase to 65% and has already delivered projects at Ysgol Gyfun Gwent Is Coed and Bassaleg School, with high-profile projects at St Andrews Primary School and on the Whiteheads development expected to be completed over the next financial year.

Welsh Government has confirmed that going forward the scheme will no longer have defined bands, and instead a rolling programme of investment will be introduced. As a result, the Council is now required to submit a high-level Strategic Outline Programme (SOP) to Welsh Government detailing the planned investment in schools over the next nine years. The deadline for submission of this SOP is 31st March 2024.

Investment Priorities for the Rolling Programme

As with the projects included in the Band B scheme, the new 9-year programme will be driven by the Council's wellbeing goals, and the need to plan long-term sustainable education provision in accordance with the Wellbeing of Future Generations (Wales) Act.

In 2024, Newport is almost two years into a stronger, more ambitious 10-year Welsh in Education Strategic Plan (WESP) and the Sustainable Communities for Learning Programme will play an integral role in delivering an enhanced offer to ensure larger cohorts of pupils can be accommodated in the Welsh-medium primary sector and eventually transition into Welsh-medium secondary education.

The strategy for the new rolling programme continues to build on the key themes from the Band B programme by ensuring that the Council is able to provide sufficient school places in the right locations, and that new and inspiring learning environments replace those that are old and tired. However, a notable addition is that the new programme will align with the target outcomes of the Council's Climate Change Plan, making best use of opportunities that support the ambition to become carbon neutral by 2030. The investment objectives can be summarised as follows:

- To provide new education facilities to replace poor condition and end-of-life buildings.
- To ensure a sufficiency of Welsh-medium and English-medium secondary school places to meet anticipated demand.
- To promote inclusion, support learners with Additional Learning Needs and encourage community access of school buildings.
- To contribute to the Council's carbon reduction strategy by delivering carbon-neutral buildings.

What Will The Rolling Programme Deliver?

Through the rolling programme therefore, the Council aims to:

- Secure a long-term solution to replace the current Millbrook Primary School.
- Ensure the long-term sufficiency of secondary school places across Welsh-medium and English-medium sectors.
- Provide new-for-old replacement school buildings across primary and secondary sectors.
- Reduce the carbon footprint by delivering Net Zero buildings.
- Grow the Welsh-medium education offer across primary and secondary phases of education.
- Further invest in specialist support for pupils with additional learning needs.
- Provide teaching and construction related employment opportunities.

A long-term solution to replace the current Millbrook Primary School

Following the closure of the Millbrook Primary School building in the summer of 2022, surveys concluded that the building required significant work to make it safe. As a result, the Council decided that repairing the building was not economically viable, and as a result, the school will shortly be demolished. The rolling programme therefore will be used to provide replacement education facilities in a new, carbon-neutral school building to serve the local community.

The long-term sufficiency of secondary school places

Scrutiny of population data, pupil forecasts and the anticipated impact of planned development has identified a continued pressure on secondary school places. It is expected that during the timeframe of the rolling programme, the existing surplus capacity across English-medium secondary schools of 5% will change to a situation in which there are not enough places to meet demand. Availability of secondary school places has been a challenge in Newport for a number of years and further action will be required within the rolling programme. The aim is to create sufficient additional secondary school places in the English-medium sector to maintain a surplus capacity of 8% against pupil population forecasts. This is intended to support continued population growth expected through net migration and new housing developments, in line with the Local Development Plan and Office for National Statistics population forecasts and will require a net increase of up to 700 English-medium secondary school places.

Provision of new-for-old replacement school buildings

A project to provide new teaching accommodation, sports and changing facilities at Caerleon Comprehensive School was included in the Band B programme. However, due to unforeseen delays, particularly in relation of high priority unplanned projects across the primary sector, the project is now expected to be delivered between 2024 and 2026, thereby falling within the first three years of the rolling programme. The Strategic Outline Case for this project received approval in May 2022.

Reduced carbon footprint

The original Band B programme included a project to support the fit-out and delivery of Net Zero Carbon at a new developer-led school at Great Milton Park. The Business Justification Case for this project was approved in June 2022, but delays on the part of the housing developer mean that the school will not be opened until September 2026 at the earliest. As such, delivery of the project falls into the rolling programme. A further developer-led school is anticipated in 2027/2028. It is proposed that the FF&E, and ICT budget, along with any NZC measures requiring funding support, are included in this new programme.

Growth of the Welsh-medium education offer

Primary

Over the rolling programme period, the Council will continue to promote and support the growth of Ysgol Gymraeg Nant Gwenlli, which will provide additional capacity in the centre of the city. In accordance with the targets outlined in the WESP, the Council is also committed to developing and delivering plans to provide additional places, equivalent to two-forms of entry, across the city by 2032.

Secondary

In order to meet the targets within the WESP, the Council is required to develop plans to provide additional capacity equivalent to in the region of 500 extra places to support future growth of Welsh-medium secondary education. This will ensure sufficiency of places as larger primary cohorts transition into secondary education from 2030 onwards.

Support for pupils with additional learning needs

Through previous Sustainable Communities for Learning projects and other specific grants, the Council has invested significantly in resources to support learners with a diagnosis of Autistic Spectrum Disorder (ASD) through the establishment and subsequent growth of Ysgol Bryn Derw. Despite this investment, demand continues to outweigh the number of places available. However, reappropriation of a soon-to-become vacant building within the Education estate could support further expansion of 40 pupil places by creating a specific setting for Key Stage 2 age group learners. Welsh Government has set a higher intervention rate of 75% for ALN related projects.

Financial Summary

Capital

The proposal in this report is for approval of a 9-year Sustainable Communities for Learning programme with an estimated value of £110m. On the basis that Welsh Government has confirmed a 65% match funding commitment for the rolling programme (increased to 75% for ALN related projects), this programme will require the Council to commit to capital expenditure in the region of £38.5m between April 2024 and March 2033. This commitment will be funded through s106 contributions, where available, and prudential borrowing and will need to be agreed by Cabinet within the overall capital programme.

Revenue

The revenue pressures associated with each individual project will be built into the Medium Term Financial Plan (MTFP) at the appropriate time.

Risks

It is important to identify and manage any project or scheme's exposure to risk and have in place controls to deal with those 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 SOP is not submitted to WG by the deadline date	H	L	The SOP is being taken to the March 2024 Cabinet meeting to enable submission to WG by the stipulated deadline date.	Chief Education Officer
The SOP is not approved by WG	H	L	Informal meetings with WG colleagues have confirmed that the SOC priorities are likely to be supported, although this cannot be confirmed until the formal submission has been put forward for consideration.	Chief Education Officer with WG colleagues
The match funding commitment to the programme is delayed	M	M	Consideration will need to be given as to whether in short term the Council is able to fund all or some aspects of the programme. Alternatively, the programme will be delayed.	Head of Finance
The Council's strategic priorities for investment in school buildings change	M	M	WG colleagues have indicated that they are keen to work with LAs and, if new or urgent changes in priorities emerge, programmes can be amended.	Chief Education Officer with WG colleagues
Inability to deliver individual projects due to external factors	M	M	Early consultation will take place with relevant schools and colleagues in other service areas. Detailed feasibility studies will also commence following approval of the SOP. Working with colleagues in Finance and Newport Norse, costs have been profiled to account of inflation.	Chief Education Officer with colleagues from Newport Norse

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Wellbeing of Future Generations (Wales) Act 2015

Corporate Plan

Education Service Plan

Options Available and considered

Option 1: To decide not to submit a Strategic Outline Programme for the next wave of the Sustainable Communities for Learning scheme. This would mean that the Council would fail to receive any match funded contribution from Welsh Government for investment in the school estate over the lifespan of the 9-year rolling programme.

Option 2: To approve the Strategic Outline Programme in part only. Whilst this would reduce the Council's funding commitment to the programme, the reduced investment in the school estate would in turn result in statutory responsibilities around school places and provision not being met.

Option 3: To approve the full Strategic Outline Programme as referred to in this report. This programme is based on the most urgent and minimal needs in terms of creating additional school places and improving the condition of school buildings.

Option 4: To request that officers consider a more ambitious Strategic Outline Programme which goes further than addressing urgent and minimal needs across the school estate. However, whilst a more extensive programme could be developed, a larger funding commitment would be required, and this is currently deemed as unaffordable.

Preferred Option and Why

The preferred option is Option 3. This represents an ambitious but achievable programme for the Council based upon service and strategic need, and provisional capital funding availability at this current time. If priorities change or additional funding becomes available from other sources, we will seek to gain support from Welsh Government as we have done previously.

Comments of Chief Financial Officer

The report outlines a potential capital investment of circa £110m across the life of the 9-year programme. It is important to note that, at this stage, this is an estimate only, with more robust and accurate figures only likely to be available once projects are clearly defined and tender processes have been undertaken. However, on the basis of the estimate available, and assuming a funding intervention rate of 65% from Welsh Government, the Council's match-funding requirement would be £38.5m. This assumes that Welsh Government does not provide 100% funding for any net carbon zero (NCZ) elements, which has been the case during Band B. Should 100% funding for NCZ be made available, this would reduce the Council's match-funding requirement.

In terms of funding the potential £38.5m, the Council has available capital headroom (currently circa £15m), funding capacity to be rolled over from Band B and indicative new borrowing headroom of £7m per year from 2027/28, as part of its recently approved capital programme. Therefore, up to and including the 2032/33 financial year, this would provide over £57m of available capital resources, before including anything rolled over from Band B, assuming that the indicative borrowing headroom remains affordable in the future. Clearly, this would be adequate in meeting the Council's potential commitment though this is assuming the new indicative borrowing capacity outlined is affordable and prudent from 2027/28 onwards.

However, the availability of resources is spread over the timeframe in question and, therefore, won't necessarily align with expenditure profile for the projects within the programme. In addition, there will inevitably be other calls upon the available funding as new capital pressures emerge and, as a result, opportunities to supplement capital resources, such as via Section 106 contributions, should be maximised. Therefore, at this stage, an in-principle only commitment can be provided regarding the funding necessary and further work will be required to understand the detailed funding requirement prior to individual business cases being submitted.

It is recommended that the outlined investment projects are prioritised to ensure that funding available supports the most pressing projects. If Welsh Government were able to provide a commitment to front-load their grant contributions, this would help significantly, due to the Council's new funding availability being skewed towards the second half of the programme window.

As well as the capital funding implications, there are also revenue implications to be considered. These will take the form of additional pupil numbers and an overall increase in the number of school buildings. These costs will ultimately be borne by the overall school budget. Therefore, to avoid an impact upon other school budgets (via a dilution of the overall funding available), it is necessary to increase the overall school budget for these pressures. This is what currently happens and is a feature of the Council's Medium Term Financial Planning processes. These pressures will, therefore, be added to the Council's Medium Term Financial Plan as needed and will need to be funded as part of any decisions to balance the revenue budget in the specific years in question.

Comments of Monitoring Officer

The provision of funding by the Welsh Government will assist the Council in fulfilling its statutory obligations with regard to the provision of suitable education facilities for children in its area. It is for the Council to identify its priorities with regard to investment in education facilities over the coming years and such priorities are set out in this report. Any proposals put forward by the Council should accord with relevant Council policies. Where grant funding is provided, monitoring arrangements should be put in place in order to ensure that the spending of such monies accords with the conditions of the grant.

Comments of Head of People, Policy, and Transformation

This report and proposal has taken into consideration the needs of both Newport City Council and Welsh Government plans and frameworks and has ensured that the SOP has been prepared against the Wellbeing of Future Generations Act, Newport City Council's Corporate plan, Newport City Council's Climate Plan, the Welsh in Education Strategic Plan, and the Local Development Plan. All of which seek to ensure that learning for Newport residents is suitable, accessible, and sustainable for now and into the future. Future planning and needs forecasting based on net migration and new housing developments also being accounted for.

The proposal given supports the preferred option of Option 3: To approve the full Strategic Outline Programme as referred to in this report. This programme is based on the most urgent and minimal needs in terms of creating additional school places and improving the condition of school buildings.

A FEIA has been completed and WWFG Act 5 Ways of working have been fully considered. There are no staffing implications at this time however, HR officers will be supporting Education colleagues as plans progress.

Scrutiny Committees

None

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. A Fairness and Equality Impact Assessment (FEIA) has been completed to support the development of this Strategic Outline Programme which is a long term strategy to support capital investment in schools over a 9-year period.

The new rolling programme represents significant investment in the school estate of approximately £110m over the next 9 years. The strategy continues to build on the key themes from the Band B programme around the sufficiency of school places in the right locations and the creation of new and inspiring learning environments to replace those that are old and tired. However, the new programme will also align with the targets outlined in the Council's Climate Change Plan, making best use of opportunities to support the ambition to become carbon neutral by 2030.

The investment objectives are summarised as follows:

- To provide new education facilities to replace poor condition and end-of-life buildings.
- To ensure a sufficiency of Welsh-medium and English-medium secondary school places to meet anticipated demand.
- To promote inclusion, support learners with Additional Learning Needs and encourage community access of school buildings.
- To contribute to the Council's carbon reduction strategy by delivering carbon-neutral buildings.

As such, the FEIA has not identified any perceived negative impacts of this strategy.

This programme has also been developed to support delivery the Council's Welsh in Education Strategic Plan (WESP). The programme will secure a growth pathway for Welsh-medium primary and secondary education delivery into the next decade, ensuring that Newport City Council is able to make the necessary contribution to achieving Welsh Government's Cymraeg 2050 goal. The Strategic Outline Programme will be integral to the delivery of additional capacity to ensure there is a clear and supported 3-19 pathway for increasing the number of Welsh-medium learners across primary and secondary education sectors.

The sustainable development principle and 5 ways of working set out in the Wellbeing of Future Generations Act have been considered as outlined below:

- **Long term:** the importance of balancing short- term needs with the need to safeguard the ability to also meet long-term needs. **The programme represents a long-term investment in education infrastructure, with objectives informed by medium to long term pupil population forecasts. Wherever possible, investment will focus on provision of new buildings with a 60 year design life.**
- **Prevention:** How acting to prevent problems occurring or getting worse may help us meet our objectives. **Ensuring sufficiency of school places for a growing population, the programme will also address building condition concerns and reduce the backlog maintenance burden.**
- **Integration:** Consider how the proposals will impact on our wellbeing objectives, our wellbeing goals, other objectives, or those of other public bodies. **The programme will support delivery of the Curriculum for Wales in modern and sustainable learning environments.**
- **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. **The programme is delivered by Welsh Government and Newport City Council working in partnership, and school leadership teams and other service areas and stakeholders will be consulted on proposals at project level.**
- **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. **The programme is delivered by Welsh Government and Newport City Council working in partnership, and school leadership teams and other service areas and stakeholders will be consulted on proposals at project level.**

Crime and Disorder Act 1998

Not applicable

Consultation

None, but each project within the overall programme will be subject to formal consultation and / or stakeholder engagement at they are brought forward to be progressed.

Background Papers
FEIA

Dated: 29 February 2024

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Fairness and Equalities Impact Assessment (FEIA)

This is an integrated Impact Assessment which aims to ensure Newport City Council makes decisions which are fair, take account of relevant evidence, and seek to secure the best outcomes for our communities. **An FEIA should be used to inform the first steps of decision-making, at concept stage, not when a decision is already made, or at the point when it cannot be influenced.** This impact assessment considers our legislative responsibilities under:

- The Equality Act (2010), including the Socio-economic Duty
- The Wellbeing of Future Generations (Wales) Act (2015)
- The Welsh Language (Wales) Measure (2011)

The FEIA process is not intended to prevent decisions being made, but to ensure we have considered their potential impact. An FEIA also helps us to focus on how we can reduce any negative impacts, and provides us with evidence that we have met our legal duties.

For support to complete your FEIA, please contact the [Connected Communities Team](#)

What do we mean by Fairness?

The Newport Fairness Commission is an independent body which advises the council on the best use of resources and powers to achieve the fairest outcomes for local people. The Fairness Commission has established four **Principles of Fairness** which should be considered as part of any decisions that the council make – the questions below are useful to reflect on before you start your FEIA.

Equity	Are people being treated in a consistent way, whilst acknowledging their differences (for example, need, barriers to accessing services)?
	Will the gap between those with more, and those with less be reduced?
	Have the interests of different groups affected (including minority or disadvantaged communities) been taken into account?
Priority	Have the needs of the most disadvantaged and vulnerable across the city been given priority?
	Have you considered possible indirect consequences for minority/disadvantaged communities when other priorities are directing decisions?
Inclusion	Will the voices of all those affected by your decision be heard?
	Are people able to participate in and shape a service, as well as receiving it?
	Have you considered the impact of your decision on the relationship between communities, and the spaces they share?
Communication	Are decisions being made transparently and consistently?
	How will decisions be communicated to people who are affected in a clear way, with the opportunity for feedback?

Part 1: Identification

Name of person completing the FEIA	Sheree Davies
Role of person completing the FEIA	Education Information and Development Officer
Date of completion	13th February 2024
Head of Service who has approved this FEIA	Sarah Morgan

1. What is being assessed? *(Please double click on the relevant box(es) (X) and select 'checked' as appropriate)*

- New or revised policies, practices or procedures (which modify service delivery or employment practices)
- Service review or re-organisation proposals which affect the community and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- Decisions affecting service users, employees or the wider community including (de)commissioning or revising services
- New project proposals affecting staff, communities or access to the built environment
- Public events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Service Boards
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services
- Other *please explain in the box below:*

2. Please describe the overall aims, objectives and intended outcomes of your decision

The intended outcome is that Cabinet agrees the investment objectives upon which Newport City Council's Sustainable Communities for Learning 9-year rolling programme is based and confirm that the Strategic Outline Programme can be submitted to Welsh Government for consideration.

Welsh Government's Sustainable Communities for Learning Programme provides match funded investment for school infrastructure improvements at a 65% intervention rate. The next wave of this scheme – a 9-year rolling programme – is due to begin in April 2024. The new 9-year programme will be driven by the Council's wellbeing goals, and the need to plan long-term sustainable education provision in accordance with the Wellbeing of Future Generations (Wales) Act.

The new rolling programme represents significant investment in the school estate in excess of £100m over the next 9 years. The strategy continues to build on the key themes from the Band B programme around the sufficiency of school places in the right locations and the creation of new and inspiring learning environments to replace those that are old and tired. However, the new programme will also align with the targets outlined in the Council's Climate Change Plan, making best use of opportunities to support the ambition to become carbon neutral by 2030. The investment objectives are:

- To provide new education facilities to replace poor condition and end-of-life buildings.
- To ensure a sufficiency of Welsh-medium and English-medium secondary school places to meet anticipated demand.
- To promote inclusion, support learners with Additional Learning Needs and encourage community access of school buildings.
- To contribute to the Council's carbon reduction strategy by delivering carbon-neutral buildings.

3. Who are the main stakeholders who may be impacted by your decision and what data do you hold on them? Consider communities of place (people who live in the same geographic area) and communities of interest (people who share particular characteristics but may live in different geographic areas). Stakeholders may include residents, local businesses, community groups, staff or partners.

The key stakeholders are:

- Newport City Council
- Welsh Government
- Children and families living in Newport
- Staff at Newport schools

The various projects included within the programme will impact people from across the whole of Newport.

The last 20 years has seen a significant growth in Newport's population, with a 6.4% increase from 2001 to 2011, and then 9.5% increase from 2011 to 2021 (ONS National Census 2021). Population estimates produced in 2020 indicated an anticipated population growth for Newport of 15% between 2018 and 2045; equating to 0.6% per annum. However, a review of these estimates shows that population growth in Newport between 2018 and 2021 was underestimated. It is therefore considered a more likely growth rate for the period is in the region of 0.75% p/a.

In January 2018, the total number of pupils attending Newport schools aged between 4 and 18 years old was 23,456, this increased to 25,066 in January 2023. The majority of the increase was secondary aged pupils increasing by 1,283 to 11,235 in January 2023; an increase of 12.89%. By 2028, the Newport Transformation & Intelligence pupil forecasts are predicting secondary aged pupil numbers to reach 11,747, another 4.56% increase.

The table below shows that over the last 5 years, there has been an increase in percentage of pupils eligible for Free School Meals across Newport and Wales.

Free School Meals (FSM)						
	2018	2019	2020	2021	2022	2023
Primary School - Newport	19.2%	19.3%	19.6%	21.5%	22.4%	23.3%
Primary School - Wales	18.4%	18.5%	19.3%	21.3%	23.0%	23.7%
Secondary School - Newport	17.5%	17.3%	17.7%	19.5%	20.8%	21.8%
Secondary School - Wales	16.6%	16.5%	17.0%	18.7%	20.4%	21.2%

The table below shows the proportion of pupils for whom English is an additional language. For primary pupils in Newport and Wales, this has varied over the last 5 years. In secondary, the percentage for both Newport and Wales has increased.

English as an additional language (EAL)						
	2018	2019	2020	2021	2022	2023
Primary School - Newport	18.1%	17.8%	18.0%	17.4%	16.9%	17.4%
Primary School - Wales	6.2%	6.0%	6.1%	6.0%	6.1%	6.7%
Secondary School - Newport	11.5%	12.6%	13.1%	14.0%	14.8%	14.8%
Secondary School - Wales	3.0%	2.9%	2.8%	2.9%	3.0%	3.4%

Part 2: Engagement

When completing this section, you need to consider whether you have sufficient information about the views and experiences of people who your decision will impact upon. If you don't, you may need to undertake a period of engagement/consultation before continuing. An FEIA is a live document, so can be updated with consultation findings, and amended as needed during the decision-making process.

The council has a duty to consult and engage with people who may experience inequalities as a result of your decision. This includes people **who share Protected Characteristics** (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and people who **have lived experience of socio-economic disadvantage**. The council's Youth Promise also requires us to ensure **all young people in Newport are listened to and included in decisions affecting them**.

The council also has a duty to ensure that any consultation is available bilingually (in Welsh as well as English), and you may like to consider any other community languages that are spoken by people who may be impacted by your decision. Below are some questions that should be included in any public consultation relating to a decision which may impact on the use of Welsh language in Newport:

1. Do you believe that the proposed decision/policy will have a positive or negative effect on opportunities to use the Welsh language?
2. If you think it will have a negative effect, what steps could we take to lessen or remove this and improve positive effects?
3. Do you believe that the proposed decision/policy will treat the Welsh language less favourably than the English language?

1. How have you engaged with people who may be affected by your decision (the stakeholders you have identified)?

At this stage the intended outcome is that Cabinet agrees the investment objectives upon which Newport City Council's Sustainable Communities for Learning 9-year rolling programme is based and confirm that the Strategic Outline Programme can be submitted to Welsh Government for consideration. Therefore, stakeholders who will be affected by the programme have not yet been consulted with. Once Welsh Government and Newport City Council agree on the Strategic Outline Programme, full public consultations will be undertaken in accordance with the requirements of the statutory School Organisation Code at project level.

During the consultation period of each project, stakeholders will have the opportunity to learn about each proposal, ask questions, and make comments that will be recorded and summarised in consultation reports. Stakeholders will be notified of each stage of the consultation period by email. Social media platforms such as 'X' formerly known as Twitter and Facebook will also share information on the proposal. Drop-in sessions will be arranged for anyone affected by the proposal and Council officers will be on hand to answer any questions. Pupil voice sessions will also be arranged at any affected school.

Following consultation, if the decision is taken to proceed, a statutory notice will be published which will give 28 days for people to express their views on the proposal in the form of supporting or objecting to the proposal. If no objections are received, Newport City Council's Cabinet Member for Education and Early Years will make the decision as to whether to proceed. If any objections are received and not subsequently withdrawn during this notice period, the Council's Cabinet will determine the final decision.

2. What do you know about the views or experiences of people who may be affected by your decision?

At this stage the intended outcome is that Cabinet agrees that the investment objectives upon which Newport City Council's Sustainable Communities for Learning 9-year rolling programme is based and confirm that the Strategic Outline Programme can be submitted to Welsh Government for consideration. Therefore, stakeholders who will be affected by the programme have not yet been consulted with. Once Welsh Government and Newport City Council agree on the Strategic Outline Programme, full public consultations will be undertaken in accordance with the requirements of the statutory School Organisation Code at project level.

The people most likely to be affected by the Sustainable Communities for learning Programme are young people of, or approaching school age, their families and carers, and people working or looking to work in Newport schools.

Part 3: Assessment

This section requires you to assess the potential impact of your decision on a range of groups who may experience specific disadvantages. Your assessment should be supported by evidence – either from your own engagement/consultation, similar or previous engagement, what you already know about the people who access your service, or from local and national sources of information.

Useful documents which set out information about how communities are impacted by inequalities include [EHRC – Is Wales Fairer?](#) and the council’s [COVID-19 Community Impact Assessment](#). Your decision may have both positive and negative impacts – if this is the case, please place a cross in both boxes.

1. Impact on people that share Protected Characteristics

[Protected Characteristics](#) are defined under the Equality Act 2010, and describe groups of people who are protected from discrimination, either in the workplace, or through the provision of goods and services. The council must consider how decisions may impact on people differently because of a protected characteristic, and how any negative impact could be reduced. National guidance on assessing equality impacts and the Public Sector Equality Duty can be found [here](#). You can also access further advice and examples of positive and negative impacts [here](#).

Protected characteristic	Impact:			<p>Provide further details about the nature of the impact in the sections below, considering the Public Sector Equality Duty that the council has to:</p> <ol style="list-style-type: none"> Promote equal opportunity across different groups Promote community cohesion Help eliminate unlawful discrimination/ harassment/ victimisation
	Positive	Negative	Neither	
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The programme will see a positive impact on pupils of all ages across Newport. Across the programme, we will see a net increase in pupils places for both primary and secondary provision. This could allow more pupils to attend a school closer to their home.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All new and refurbished school buildings will be fully accessible and fully compliant to the Equality Act 2010. This will include accessible toilets and changing facilities.

Protected characteristic	Impact:			<p>Provide further details about the nature of the impact in the sections below, considering the Public Sector Equality Duty that the council has to:</p> <ol style="list-style-type: none"> Promote equal opportunity across different groups Promote community cohesion Help eliminate unlawful discrimination/ harassment/ victimisation
	Positive	Negative	Neither	
				<p>Newport City Council's ALN and Inclusion strategy seeks to support pupils to access education provision alongside their peers in local mainstream community schools, as far as is reasonably possible. This approach will be further supported through the rolling programme, aiming to deliver a sufficiency of ALN provision in mainstream education settings at primary and secondary phase, in the local community.</p> <p>As part of our Sustainable Communities for Learning Programme, following the relocation of Ysgol Gymraeg Nant Gwenlli, it is proposed that the Hadrian Close building in Caerleon will be adapted and repurposed as a KS2 satellite base of Ysgol Bryn Derw. This will have a positive impact on pupils currently living in Newport with a diagnosis of ASD, as an additional 40 pupil places would be added to the school.</p>
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There is no evidence that suggests the proposal will have a disproportionate impact on people that share this Protected Characteristic.</p> <p>The Council's toilet provision strategy for schools is sensitive to gender identity. It supports equal provision for transgender and non-binary members of the community.</p>
Marriage or civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>There is no evidence that suggests the proposal will have a disproportionate impact on people that share this Protected Characteristic.</p>
Pregnancy or maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Part of the programme will establish more school places across Newport. This could therefore have a positive impact on families with and/or planning to have children in the area.</p>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>There is no evidence that suggests the proposal will have a disproportionate impact on people that share this Protected Characteristic.</p>

Protected characteristic	Impact:			<p>Provide further details about the nature of the impact in the sections below, considering the Public Sector Equality Duty that the council has to:</p> <ol style="list-style-type: none"> 1. Promote equal opportunity across different groups 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation
	Positive	Negative	Neither	
Religion or Belief or non-belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is no evidence that suggests the proposal will have a disproportionate impact on people that share this Protected Characteristic.
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is no evidence that suggests the proposal will have a disproportionate impact on people that share this Protected Characteristic.
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is no evidence that suggests the proposal will have a disproportionate impact on people that share this Protected Characteristic.

2. Impact on Welsh Language

The Welsh Language (Wales) Measure specifies that for all policy decisions, the council must consider the effects (both positive and negative) on the Welsh language. For further guidance on Welsh language considerations see [here](#).

	Impact:			
	Positive	Negative	Neither	
Welsh Language	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>As part of the Strategic Outline Programme, securing a pathway for further growth of Welsh-medium education in Newport will be a priority across primary and secondary provision.</p> <p>Primary provision Over the ten-year period, the Council will promote and support the growth of Ysgol Gymraeg Nant Gwenlli, providing additional capacity in the centre of the city. The Council will also develop and deliver plans to provide additional Welsh-medium primary education equivalent to two-forms of entry across the city.</p> <p>Secondary provision The Council will develop plans to provide additional capacity in the region of 500 new places to support the future growth of Welsh-medium secondary provision in accordance with the Council's WESP. This will ensure there are sufficient places available to facilitate the planned growth as larger primary phase cohorts transition from Year 6 into secondary education from September 2030 and to support our ambitions for growth in the primary sector.</p> <p>Newport has a stronger, more ambitious Welsh Education Strategic Plan (WESP) and the Sustainable Communities for Learning Programme will play an integral role in delivering an enhanced offer to ensure larger cohorts of pupils can transition into Welsh-medium secondary education.</p>

	Impact:														
	Positive	Negative	Neither												
			<p>Cymraeg 2050 and the WESP</p> <p>The Strategic Outline Programme will be the primary delivery agent for the Council’s Welsh in Education Strategic Plan. The programme will secure a growth pathway for Welsh-medium primary and secondary education delivery into the next decade, ensuring Newport makes the necessary contribution to the achievement of Cymraeg 2050. The Strategic Outline Programme will be integral to the delivery of additional capacity to ensure there is a clear and supported 3-19 pathway for increasing numbers of Welsh-medium learners.</p> <p>Welsh in Education Strategic Plan (WESP) Action Plan</p> <p>Newport City Council’s WESP outlines a planned increase of 6 percentage points of its 2021 Year 1 cohort baseline, outlined in the table below.</p> <table border="1"> <thead> <tr> <th>PLASC Year</th> <th>Cohort</th> <th>Percentage of cohort</th> <th>Number of Year 1 Pupils</th> </tr> </thead> <tbody> <tr> <td>2021 Baseline</td> <td>1988</td> <td>5.1</td> <td>101</td> </tr> <tr> <td>2032 Target</td> <td>1988</td> <td>11.1</td> <td>221</td> </tr> </tbody> </table> <p>As of September 2020, there were 112 Year 1 Welsh-medium places available across Newport. The minimum additionality therefore currently equates to 109 pupil places by 2032.</p> <p>60 of these additional places will eventually be provided through Ysgol Gymraeg Nant Gwenlli which opened in September 2021 and will increase the number of Welsh-medium primary school places available across the City by 54%.</p> <p>Outcome 2 measures the number of reception class children/ five-year-olds who receive their education through the medium of Welsh. The aspired growth is as follows:</p>	PLASC Year	Cohort	Percentage of cohort	Number of Year 1 Pupils	2021 Baseline	1988	5.1	101	2032 Target	1988	11.1	221
PLASC Year	Cohort	Percentage of cohort	Number of Year 1 Pupils												
2021 Baseline	1988	5.1	101												
2032 Target	1988	11.1	221												

	Impact:												
	Positive	Negative	Neither	2022 - 2023		2023 - 2024		2024 - 2025		2025 - 2026		2026 - 2027	
				121	6.10%	131	6.60%	151	7.60%	161	8.10%	171	8.60%
				2027 - 2028		2028 - 2029		2029 - 2030		2030 - 2031		2031 - 2032	
				183	9.20%	194	9.80%	206	10.40%	220	11.10%	220	11.10%
				<p>The overall WESP target requires Newport to have 11.1% of the 2031-2032 year cohort to receive their education through the medium of Welsh. This cohort will be in Reception during 2030-2031 therefore the growth model above is required.</p> <p>Current planning of developer led provision in the east of the city is expected to deliver 30 of the Welsh-medium places that we aspire to deliver within the first five years of the WESP. To meet our WESP targets, at least a further 30 places per year group will be required across the city by 2032. By increasing the number of Welsh-medium pupil places will have a positive impact on pupils as it will give them an increased choice when choosing Welsh-medium education.</p> <p>Delivering increased Welsh-medium primary provision will ultimately have an impact on Welsh-medium secondary provision. Currently, Ysgol Gyfun Gwent Is Coed (YGGIC) can accommodate 900 pupils on site and has a PAN of 150. The aspirational targets in the WESP mean that eventually, YGGIC will not have sufficient space in its current site or building, and it is expected that this PAN will be exceeded in September 2031. However, at this point there is expected to still be space remaining across the school due to lower numbers in higher year groups. It is then expected that the total capacity of the school (900) will be exceeded in 2033. The programme will need to support the development of Welsh-medium secondary provision to align with the aspirations of the WESP to increase the capacity of YGGIC. This will form a central part of our secondary-phase proposals for the rolling programme. This will have a positive impact of secondary aged pupils as it will provide the opportunity to a larger group of pupils to learn in Welsh.</p>									

	Impact:			
	Positive	Negative	Neither	
				<p>Welsh-medium ALN Provision</p> <p>In Newport, Welsh-medium ALN provision is growing with the Council's Welsh in Education Strategic Plan (WESP) setting out a commitment to open a Welsh-medium Primary Learning Resource Base (LRB) at Ysgol Gymraeg Nant Gwenlli, for pupils whose needs can be met through specialist provision in a mainstream school setting, and an assessment of pupil needs will inform the appropriate time for this to be established.</p> <p>As part of the programme, specific consideration will be given to the need to establish a Welsh-medium ALN class for our secondary-age learners with ALN, following the planned establishment of an ALN class at Ysgol Gymraeg Nant Gwenlli. This will have a positive impact on pupils with ALN as it will give the opportunity to both primary and secondary aged pupils to attend a Welsh-medium learning resource base.</p> <p>The increase in Welsh-medium education provision will lead to an increase in the number of jobs requiring Welsh language skills and will have a positive effect on making the Welsh language more visible.</p>

1. Please describe how you have ensured your engagement has considered the view of Welsh speakers in Newport and the impact of your decision on the Welsh language.

Any documentation will be bilingual and any responses are welcomed to be submitted in Welsh and if requested, a response will be provided in Welsh.




In order to ensure that an equitable programme is achieved in both Welsh and English, Newport City Council:



- Will ensure all publicly available documentation will be available bilingually
- Will ensure all stakeholder emails are bilingual

- Will ensure there will be a Welsh language version of any relevant web pages
- Will provide translation services if drop in sessions are required
- Will encourage stakeholders to respond in Welsh

3. The Sustainable Development Principle

The Well-being of Future Generations Act puts in place a sustainable development principle which helps organisations consider the impact they could have on people living in Wales in the future, and ensure they are focused on tackling long-term challenges. Below, consider how your decision promotes, advances, or contradicts the [5 ways of working](#) which underpin the sustainable development principle. You can access further guidance on considering the sustainable development principle [here](#).

<p>Long term</p> 	<p><i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i></p>	<p>The programme represents a long-term investment in education infrastructure, with objectives informed by medium to long term pupil population forecasts. Wherever possible, investment will focus on provision of new buildings with a 60 year design life.</p>
<p>Prevention</p> 	<p><i>Putting resources into preventing problems occurring or getting worse</i></p>	<p>Ensuring sufficiency of school places for a growing population, the programme will also address building condition concerns and reduce the backlog maintenance burden.</p> <p>New carbon neutral education facilities will help reduce Newport's carbon footprint and prepare for a sustainable future preventing further environmental damage.</p>
<p>Integration</p> 	<p><i>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.</i></p>	<p>Supporting delivery of the Curriculum for Wales in modern and sustainable learning environments.</p> <p>This Strategic Outline Programme supports the “A prosperous Wales”, “A more equal Wales” and “A Wales of cohesive communities” Well-being Goals and has no adverse effect on any of the other Well-being Goals.</p>

<p>Collaboration </p>	<p><i>Working together to deliver objectives.</i></p>	<p>The Strategic Outline Programme is delivered by Welsh Government and Newport City Council working in partnership. The Council will work with school leadership teams, the Welsh in Education Forum, Newport Norse and other service areas on proposals at project level.</p>
<p>Involvement </p>	<p><i>Involving those with an interest and seeking their view - ensuring that those people reflect the diversity of the area.</i></p>	<p>Newport City Council will engage with stakeholders at project level. During the consultation stages there will be drop-in sessions for stakeholders to find out more about the proposals and ask questions. Pupil voice sessions will also be held with any affected schools.</p>

4. Socio-economic Duty

The [Socio-economic Duty](#) is set out in the Equality Act 2010, and requires the council, when making strategic decisions, to pay due regard to the need to reduce the inequalities of outcome that result from socio-economic disadvantage. Inequalities of outcome are felt most acutely in areas such as health, education, work, living standards, justice and personal security, and participation.

A 'strategic decision' is defined by Welsh Government as a decision **which affects how the council fulfils its statutory purpose over a significant period of time and does not include routine 'day to day' decisions.** Strategic decisions include:

- Corporate plans
- Setting wellbeing, equality and other strategic objectives
- Changes to, or development of public services
- Strategic financial planning
- Strategic policy development

If you do not think your decision meets this definition, and you do not plan on carrying out a Socio-economic Duty Assessment in this section, please provide your rationale below. Any decision which is presented to a Cabinet Member, at Cabinet or Council will be viewed as a strategic decision.

If your decision does meet the definition, please consider the impact of your decision on the socio-economically disadvantaged groups, and areas of inequality that may arise from socio-economic disadvantage contained in the matrix below. The groups listed are not exhaustive and you should consider any additional groups relevant to your decision who may experience socio-economic disadvantage in the following ways:

- **Low Income/Income Poverty** - cannot afford to maintain regular payments such as bills, food, clothing, transport etc.
- **Low and/or no Wealth** - enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future
- **Material Deprivation** - unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)
- **Area Deprivation** - where you live (rural areas), where you work (accessibility of public transport)
- Socio-economic Background – for example, parents’ education, employment and income

Indicate a positive or negative impact, or both where they apply, and the severity of this impact by coding the sections of the grid based on the below. *If there is no/neutral impact, please leave blank.*

Negative Impact		Positive Impact	
N1	Negative impact – mild	P1	Positive impact – mild
N2	Negative impact – moderate	P2	Positive impact – moderate
N3	Negative impact – significant	P3	Positive impact – significant
N4	Potential for negative impact (but unsure)	P4	Potential for positive impact (but unsure)

Areas of inequality that may arise from socio-economic disadvantage – definitions								
Education :The capability to be knowledgeable, to understand and reason, and to have the skills and opportunity to participate in the labour market and in society								
Work : The capability to work in just and favourable conditions, to have the value of your work recognised, even if unpaid, to not be prevented from working and to be free from slavery, forced labour and other forms of exploitation								
Living Standards : The capability to enjoy a comfortable standard of living, in appropriate housing, with independence and security, and to be cared for and supported when necessary.								
Justice, Personal Security and Community Safety : The capability to avoid premature mortality, live in security, and knowing you will be protected and treated fairly by the law								
Health : The capability to be healthy, physically and mentally, being free in matters of sexual relationships and reproduction, and having autonomy over care and treatment and being cared for in the final stages of your life								
Participation : The capability to participate in decision making and in communities, access services, know your privacy will be respected, and express yourself								
Groups		Areas of inequality						
		Living Standards	Work	Health	Education	Justice and community safety	Participation	Physical Environment
Children living in poverty		P3		P2	P3		P4	P3

Low income households without dependent children							
Unemployed young people		P4					
Long term unemployed		P4					
Homeless households							
Refugees, migrants and asylum seekers	P4	P4	P4	P4	P4	P4	P4
Deprived neighbourhoods - WIMD rank in 10% most deprived LSOA	P4		P2	P4		P2	P2
People on Universal Credit / income related benefits	P4			P4			
Adults with no qualifications or low qualifications							
People living in low quality housing or in Houses of Multiple Occupation	P4			P4			

1. What evidence do you have about socioeconomic disadvantage and inequalities of outcome in relation to this decision?

As an 'Education' plan, it will reduce potential inequalities of outcome in education by increasing the number of Welsh-medium and English-medium places across the city and improving education facilities. Some local communities in Newport are characterised by relatively high levels of socioeconomic disadvantage and the programme will help provide an environment in which children can thrive and make real progress in both academic and personal development. This will positively impact on wellbeing goals a prosperous Wales and a more equal Wales and the wellbeing objective to improve skills, educational outcomes and employment opportunities.

2. Please describe how you have ensured your engagement has considered the views of people living in Newport who are affected by socio-economic disadvantage.

At this stage the intended outcome is that Cabinet agrees the investment objectives upon which Newport City Council's Sustainable Communities for Learning 9-year rolling programme is based and confirm that the Strategic Outline Programme can be submitted to Welsh Government for consideration. Therefore, stakeholders who will be affected by the programme have not yet been consulted with. Once Welsh Government and Newport City Council agree on the Strategic Outline Programme, full public consultations will be undertaken in accordance with the requirements of the statutory School Organisation Code at project level.

Once public consultations take place, information will be made available for and shared with all groups across Newport. Versions of the documents available in the form of the full version and a shortened easy read version aimed at children and young people will be available. These documents will be available digitally and in hard format on a variety of digital platforms online and at various locations across the city. On the inside cover of the consultation documents, a list of languages will be provided that the document can be translated into on request. This will enable people from all groups to access the consultations.

3. Does this decision contribute to a cumulative impact?

No

Part 3: Actions and Outcomes

Considering any negative impacts that you have identified, indicate below how you will reduce these, increase the potential for positive impacts, and how you will monitor those impacts. Further guidance on how to complete your action plan can be found [here](#).

IMPACT ON PEOPLE THAT SHARE PROTECTED CHARACTERISTICS			
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner
IMPACT ON WELSH LANGUAGE			
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner
SOCIO-ECONOMIC IMPACTS			
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner

SUSTAINABLE DEVELOPMENT PRINCIPLE			
Summary of impact	Action to reduce negative impact / opportunities to increase positive impacts	How this impact will be monitored	Owner

Once your FEIA is complete, please forward to nccequality@newport.gov.uk

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Report

Cabinet

Part 1

Date: 6 March 2024

Subject Newport City Council response to external pressures impacting Council services

Purpose To present an update to Cabinet on the external pressures impacting on the delivery of Council services, and a summary of Newport City Council's response.

Author Policy and Partnership Manager

Ward All Wards

Summary This monthly report provides an update on the external pressures facing the Council which include the cost-of-living crisis and pressures on housing and homelessness services across Newport.

As with previous months, collaboration and partnership working is key to supporting our citizens and therefore this report provides information on how this way of working is enabling a greater access for our residents to support, advice, and guidance.

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:

- Head of Prevention and Inclusion
- Head of Housing and Communities
- Deputy Head of Education
- Head of Finance
- Head of Law and Standards
- Head of People, Policy, and Transformation

Signed

Background

This report informs Cabinet members about the main challenges that Newport communities, businesses, and council services are facing, as well as how the Council is collaborating with our partners and communities to help those who need it across the city.

Those who qualified for the Cost-of-Living payment from the Department of Work and pensions received their last payment during this period.

According to the latest [Public Opinions and Social trends report](#) released on 16 February 2024 by the Office for National Statistics, survey results showed that 46% of adults said their cost of living had gone up in the past month, 53% said their cost of living had stayed the same in the past month, and 1% said it had gone down.

The most common reasons given for increased cost of living were increases in the price of food shopping, the price of gas and electricity bills, and fuel. As part of the survey around 43% of adults who pay energy bills reported having a lot or some difficulty paying for them.

The survey also showed that around 39% of adults who pay rent or mortgage payments reported having a lot or some difficulty paying for them.

NCC and Partner Cost of Living Support

The cost-of-living crisis continues to impact upon our residents, staff, and businesses. Officers across NCC continue to collaborate with internal and external partners to provide advice, guidance, and support.

Examples of activities and support offered during this period included:

- February Half Term activities at Ringland, Maesglas, Pill, Riverfront and Bettws with over nine hundred children and young people attended.
- Co-facilitated and supported six partnership 'Think Wise – Live Wise' drop in events during February providing cost of living related information and guidance on topics such as budgeting, managing utility bills and rent advice. These sessions are hosted over three early evenings a week, in different areas across the city, and members of the public can attend any venue.
- Provision of washing detergent and conditioner for clothes to ease the pressure of buying these products from weekly food budgets particularly for those in receipt of food parcels or attending sessions in the community.
- Provision of personal hygiene products to young people and their families living in household deficit.
- Dissemination of shopping vouchers for two hundred families identified as experiencing severe hardship by social services teams.
- Distributed feminine products via Welsh Government Proud Period funding directly to peoples' homes.

NCC and partnership support planned for February and March includes the below.

- Ten further City wide 'Think Wise – Live Wise' drop in events planned during March and April.
- Provision of cleaning and personal care packs to those in most need.
- Family Wellbeing Sessions in four areas.
- Distribution of carers support fund shopping vouchers.
- Easter Family Fun Days across five areas.
- Easter Doctor Bike sessions to help families and children understand how to save money by using their bicycles, how to repair them, and engage with a Bike Safety Company who can train and update with the safety use.
- Save the Children Grant funded sessions in Alway.

- Distribution of excess tinned food as a bolt on to existing Fayre Share provision across two areas, benefiting 160 families.
- Distribution of Riverfront Film and Cineworld screening tickets for weekends in March leading up to Easter., benefiting approximately eight hundred families.

Warm Spaces

Shared Prosperity Funding has been secured to support the delivery of Warm Spaces during Winter 23/24 and 24/25. The funding will provide small grants directly to community organisations and will be overseen by GAVO, building on the successful scheme implemented last year. To date, twenty-six applications have been made to the fund with twenty-five funding awards totalling £55k. This funding has enabled 157 sessions to be run and there have been a total of 3023 attendances at these sessions.

Education

Supporting pupils and their families during this period is a continued focus within our education department and schools with educational achievement being one of the routes into employment and out of poverty.

Projects in schools include

- The Foundation of Community Engagement, with thirty-six schools and settings in Newport working with the organisation towards the Heart of the Community Award which focuses on engaging families to improve health, attainment, achievement, and access to employment.
- The One Million Mentors Scheme aimed at raising aspirations for learners to access further and higher education or training. Interim impact report outlines that 63% of Mentees are from disadvantaged backgrounds.
- 'Welcome to Newport Education' event hosted by the Gwent Education for Multilingual Learners Service for school-aged children in temporary accommodation to provide advice and guidance and support communication being housing officers and schools.
- Free musical instrument lessons, external qualifications, loan instruments and activities via Gwent Music Service for all FSM pupils. Forty-six pupils in Newport have benefitted from this offer this academic year.

Homelessness and Financial Resilience

Pressures on housing and homelessness services in the city continue to be a concern, with the lead reason for homelessness continuing to be due to loss of rented accommodation followed by parent/ relative/ friend no longer willing to accommodate. The council has taken on more units of temporary accommodation (TA) to meet the additional demand. This has placed further pressure on the housing budget because DWP regulations relating to TA cap the amount of money that councils reclaim in fulfilling its statutory duties.

Ukrainian Support Scheme

There are currently 149 households supported through the Ukrainian Support Scheme. Of these 64 are living in hosting placements. The team are now focusing on reassessing cases and collaborating closely with clients and hosts to ensure they are well supported, identifying alternative options should placements be at risk.

There have been recent changes to the rules regarding the various Ukraine schemes, the key changes include:

- Ukrainians currently in UK: There is now an opportunity for Ukrainians to extend their visas by 18 months. Applications can be made at the point where the current visa is due to expire in 3 months.
- New arrivals: New visas will only be issued for 18 months rather than 36. Sponsors must now be settled in the UK meaning that they must be a British or Irish citizen or hold indefinite leave to remain. The 'Ukraine Family' scheme has been closed to new applications although any

outstanding applications will be processed. This means that the only route into the UK will via the 'Homes for Ukraine Scheme' and applicants must have agreed a sponsorship/hosting placement before they are granted a visa and travel to the UK.

Risks

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 this report on the Council's response to the cost-of-living crisis.	Corporate Management Team
Homelessness and housing concerns across the city.	4	4	See this Report on the Council's response to these issues	Corporate Management Team, Head of Housing and Communities, Director of Social Services

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

- Corporate Plan
- Strategic Equalities Plan

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 examples of support which is available to citizens who are struggling with the cost-of-living crisis. Whilst a significant amount of this specific support is funded from UK Government and Welsh Government, certain factors are having an impact on the Council's finances, both in the short term and across the medium-term. Evidence of this can be seen via the financial pressures upon the Housing & Communities budget, driven by the high levels of homelessness in the city.

In the context of an extremely challenging medium-term horizon, budget managers and Heads of Service will be expected to continue to monitor the impact of the external factors included in this report, especially in areas where grant funding ends, 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

Our residents and staff continue to be affected by the cost-of-living crisis, and this report shows how we are cooperating to help reduce the impact where we can. In-line with the principles of the Wellbeing of Future Generations Act, officers and partners are offering immediate support alongside a long-term focus on resilience through direct engagement with residents.

We continue to collaborate closely with our workforce and service areas to address and support any HR implications during this time.

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.

• Wellbeing of Future Generation (Wales) Act

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 our external public, private, third sector, voluntary, and housing sectors.

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.

• Equality Act 2010

Consideration of protected characteristics as detailed within the Equality Act has informed the activities and support provided.

• Socio-economic Duty

The support provided is fully congruent with the requirements of the socio-economic duty.

• Welsh Language (Wales) Measure 2011

All information is provided bilingually.

Consultation

Not applicable

Background Papers

Monthly reports to Cabinet.

Dated: 22 February 2024

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Report

Cabinet

Part 1

Date: March 2024

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 2024, 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 Governance Team Leader 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 2023/24

Action by Governance Team Leader

Timetable Immediate

This report was prepared after consultation with:

- Chief Officers
- Monitoring Officer
- Head of Finance
- Head of People, Policy and Transformation

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 2024, 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.

Comments of Head of People, Policy and Transformation

There are no specific HR implications in adopting a programme of work. The principles of open and transparent governance are consistent with the Council's Corporate Plan and objectives under the Well-being of Future Generations (Wales) Act.

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.

Consultation

As set out above

Background Papers

Dated: 23 February 2024

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Cabinet

Work Programme: June 2023 to May 2024

Meeting	Agenda Items	Lead Officer
Cabinet 14/06/23	<ul style="list-style-type: none"> ▪ Director of Social Services Annual Report ▪ Annual Safeguarding Report ▪ 2022/23 Treasury Management Year End Report ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary Document (for information/ awareness) ▪ Work Programme 	<ul style="list-style-type: none"> ▪ CD: SS ▪ CD: SS ▪ HoF ▪ HPP&T/HH&C/HP&I ▪ HPP&T ▪ GTL
Cabinet 12/07/23	<ul style="list-style-type: none"> ▪ 2022/23 Revenue Budget Outturn ▪ 2022/23 Capital Outturn and Additions ▪ Welsh Language Annual Report ▪ Corporate Risk Register Update (Q4) ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HPP&T ▪ HPP&T ▪ HPP&T/HH&C/HP&I ▪ GTL
Council 18/07/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ 2022/23 Treasury Management Year End Report ▪ Welsh Language Annual Report ▪ Director of Social Services Annual Report ▪ Annual Safeguarding Report ▪ IRP Annual Report ▪ Review of Standing Orders 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ HPP&T ▪ CD: SS ▪ CD: SS ▪ HL&S ▪ HL&S
Cabinet 13/09/23	<ul style="list-style-type: none"> ▪ Revenue Budget Monitor ▪ Capital Budget Monitor ▪ Replacement Local Development Plan ▪ Demolition of Millbrook Primary School ▪ Corporate Risk Register Update (Quarter 1) ▪ Climate Change Annual Report ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary of Business ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HR&ED ▪ CEdO ▪ HPP&T ▪ HE&PP ▪ HPP&T/HH&C/HP&I ▪ HPP&T ▪ GTL
Council 26/09/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Replacement Local Development Plan ▪ Climate Change Annual Report ▪ Market Arcade PSPO ▪ Maesglas PSPO ▪ Scrutiny Arrangements for SE Wales CJC 	<ul style="list-style-type: none"> ▪ GTL ▪ HR&ED ▪ HE&PP ▪ HE&PP ▪ HE&PP ▪ HL&S

Cabinet 18/10/23	<ul style="list-style-type: none"> ▪ Gwent Regional Partnership Board Area Plan/Gwent Regional Partnership Board Annual Report ▪ Bassaleg Bridge ▪ Corporate Plan 2022/27 Annual Report (Annual Corporate Wellbeing Self-Assessment included) ▪ Strategic Equality Plan Annual Report ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ CD: SS ▪ HCS ▪ HPP&T ▪ HPP&T ▪ HPP&T/HH&C/HP&I ▪ GTL
Cabinet 15/11/23	<ul style="list-style-type: none"> ▪ September Revenue Budget Monitor ▪ Capital Programme Monitoring and Additions ▪ Treasury Management Half Yearly Monitoring Report ▪ Council Tax Premiums Report ▪ Leisure and Wellbeing Project Update ▪ Annual Digital Report ▪ Annual Compliments, Comments and Complaints ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HoF ▪ HR&ED ▪ HPP&T ▪ HPP&T ▪ HPP&T/HH&C/HP&I ▪ GTL
Council 28/11/23	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Treasury Management Half Yearly Monitoring Report ▪ Gwent Regional Partnership Board Area Plan/Gwent Regional Partnership Board Annual Report ▪ Strategic Equality Plan Annual Report ▪ Corporate Plan 2022/27 Annual Report ▪ Democratic Services Annual Report ▪ Standards Committee Annual Report 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ SD: SS ▪ HPP&T ▪ HPP&T ▪ HL&S ▪ HL&S
Cabinet 13/12/23	MEETING CANCELLED	
Cabinet 10/01/24	<ul style="list-style-type: none"> ▪ 2024/25 Revenue Draft Budget and MTFP: Final Proposals ▪ Revenue Budget Monitor ▪ Capital Monitor ▪ Council Tax Premiums ▪ Mid-Year Performance Update ▪ People Plan ▪ Corporate Risk Register Update (Quarter 2) ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary Document (for information/ awareness) ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HoF ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HPP&T/HH&C/HP&I ▪ HPP&T ▪ GTL
Council 23/01/24	<ul style="list-style-type: none"> ▪ Council Appointments ▪ Council Tax Reduction Scheme ▪ Council Tax Premiums ▪ Governance and Audit Annual Report 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ HoF ▪ SD: T&C

	<ul style="list-style-type: none"> ▪ Schedule of Meetings 2024/25 ▪ Mayoral Nomination 2024/25 	<ul style="list-style-type: none"> ▪ GTL ▪ GTL
Cabinet 14/02/24	<ul style="list-style-type: none"> ▪ 2024/25 Capital Strategy and Treasury Management Strategy ▪ 2024/25 Revenue Budget and MTFP: Final Proposals ▪ Newport City Council, Social Value Outcomes in Procurement Update ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HoF ▪ HoF ▪ HoF ▪ HPP&T/HH&C/HP&I ▪ GTL
Council 29/02/24	<u>Budget:</u> <ul style="list-style-type: none"> ▪ Council Appointments ▪ 2024/25 Council Tax and Budget ▪ 2024/25 Capital Strategy and Treasury Management Strategy ▪ National Non-Domestic Rates: Discretionary Relief: High Street Relief Scheme 2024/25 	<ul style="list-style-type: none"> ▪ GTL ▪ HoF ▪ HoF ▪ HoF
Cabinet 06/03/24	<ul style="list-style-type: none"> ▪ Corporate Risk Register Update (Quarter 3) ▪ Pay and Reward Statement 2024/25 ▪ Risk Management Policy ▪ Sustainable Communities for Learning - Rolling Programme for Investment 2024/2033 ▪ Property Services Arrangements ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HPP&T ▪ HPP&T ▪ HPP&T ▪ HoE ▪ HPP&T ▪ HPP&T/HH&C/HP&I ▪ GTL
Cabinet 10/04/24	<ul style="list-style-type: none"> ▪ Annual Corporate Safeguarding Report ▪ Strategic Asset Management Plan ▪ Capped Nine (KS4 School Outcomes) ▪ NCC External Pressures - Cost of Living ▪ One Newport Summary Document (for information/ awareness) ▪ Work Programme 	<ul style="list-style-type: none"> ▪ HCS ▪ HPP&T ▪ HoE ▪ HPP&T/HH&C/HP&I ▪ HPP&T ▪ GTL
Council 23/04/24	<ul style="list-style-type: none"> ▪ Council Appointments ▪ IRP Annual Report ▪ Pay and Reward Statement ▪ Amendment to Constitution – Scheme of Delegation for Assets 	<ul style="list-style-type: none"> ▪ GTL ▪ HPP&T ▪ HPP&T ▪ HPP&T
Cabinet 15/05/24	<ul style="list-style-type: none"> ▪ Safer Newport Plan ▪ Gwent Serious Violence Strategy and Plan ▪ NCC External Pressures - Cost of Living ▪ Work Programme 	<ul style="list-style-type: none"> ▪ SD:T&C/HPP&T ▪ SD:T&C/HPP&T ▪ HPP&T/HH&C/HP&I ▪ GTL
Council 21/05/24	<u>AGM:</u> <ul style="list-style-type: none"> ▪ Council Appointments ▪ Safer Newport Plan ▪ Gwent Serious Violence Strategy and Plan ▪ Maesglas PSPO 	<ul style="list-style-type: none"> ▪ GTL ▪ SD: T&C/HPP&T ▪ HPP&T ▪ HE&PP

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