



# Report

## Council

### Part 1

Date: 28<sup>th</sup> April 2015

Item No: 6

### Subject Improvement Plan 2015/16

**Purpose:** To present Council with the Improvement Plan 2015/16 and to seek endorsement and approval as required by the Local Government Measure 2009.

**Author** Chief Executive

**Ward** All

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

In order to fulfil this duty, the Improvement Plan 2015/16 identifies eight Improvement Objectives in which the council will seek to demonstrate measurable improvement. The plan is produced annually, as soon as is reasonably practicable at the beginning of the financial year.

The Improvement Plan builds upon the Council's Corporate Plan and the Local Service Board's Single Integrated Plan, and is informed by stakeholder consultation and engagement, Member involvement and feedback from regulators.

At its meeting held on 13 April 2015, the Cabinet endorsed the Plan and recommended its adoption by Council.

**Proposal** To adopt the Improvement Plan 15/16

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

**Timetable** Immediate

This report was prepared after consultation with:

- Scrutiny Committees
- Chief Executive
- Strategic Directors
- Heads of Service
- Performance Board
- Cabinet

## **Background**

The purpose of the Improvement Plan is to enable the authority to evidence that it has discharged its duty to make arrangements to secure continuous improvement (Local Government Measure 2009). In order to clearly demonstrate that the Council is fulfilling this duty, eight discrete priority areas have been identified in which measurable improvement should be demonstrated during 2015/16.

The eight Improvement Objectives (which relate to the priorities of the Corporate Plan) were selected by Cabinet in January 2015 after consideration of consultation responses.

Scrutiny meetings were held in February to enable Members' to input into the Improvement Plan 15/16. Feedback from Scrutiny is provided below.

The eight Improvement Objectives 2015/16 are linked according to theme below:

### **A Caring City**

#### **1. Supporting older people leaving hospital**

We want to ensure that people who require social care support do not stay in hospital beds any longer than necessary. When we are responsible for organising to discharge someone from hospital and we are unable to do so within reasonable time, they will be recorded as delayed for social care reasons.

#### **2. Improving care and support services for adults**

It is part of adult services statutory duty to review packages of care and support for individual service users. Achieving this objective will improve our planning with individuals proactively, ensuring a planned and efficient approach to our reviewing framework.

We are also required to develop an integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages, we aim for more multi-professional involvement in reviewing care plans. This should also contribute to improving care plan reviewing.

### **A Learning & Working City**

#### **3. Developing and regenerating the City**

The objective is to make Newport an attractive place for:

- The creation of opportunities for businesses to set up in Newport
- Businesses to continue to deliver their services and develop their business
- The city is seen as a destination for tourism, culture, sport and retail
- Where the residents of the city benefit through increased employment and community benefits

We will provide support to local businesses in order to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

#### **4. Supporting young people into education, employment or training**

Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community. The council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives.

#### **5. Ensuring the best educational outcomes for children**

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

## **A Greener and Healthier City**

### **6. Helping children have a flying start in life**

"Flying Start aims to make a decisive difference to the lives of children in the most disadvantaged communities". The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.

### **7. Increasing recycling**

To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented.

The diversion of residual municipal waste from landfill will largely be covered by the operation of Project Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

## **A Safer City**

### **8. Improving outcomes for youth justice**

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

## **Feedback from Scrutiny**

### **Street Scene, Regeneration and Safety Scrutiny Committee 12/02/15**

The Improvement Priorities for this Committee relate to:

- Increasing recycling
- Developing and regenerating the City
- Improving outcomes for youth justice

Comments made included:-

- Acknowledgement of the action of the Youth Justice Board to address improvements to the Youth Justice Service in the light of the findings of the Inspection report following a full joint Inspection undertaken by colleagues from Criminal Justice, Social care, health and learning and skills inspectorates in 2014. The service was now in a better position to drive forward the objectives in the Improvement Plan. Acknowledgement was also made of the support provided by Regulators in areas needing improvement.
- Concern regarding proposals by Gwent Police from April 1 2015 to reduce by 50%, current staffing levels dedicated to Youth Justice that would affect a model being considered for the East and West of Newport respectively to tackle youth offending. This would be detrimental to the operation of the Youth Offending Service and adversely affect improvements to the service.
- Representations had been made regarding this matter and it was intended to raise the issue with the Management Board in March.
- The effect residents not recycling waste could have on the Council achieving its targets. Failure could result in financial penalties being imposed by Welsh Government.
- Different methods of undertaking collection of recycled waste, including kerbside ready separated or combined collections, that were then separated at a dedicated recycling centre. The implications of each were mentioned, especially the possible financial disadvantages that could be incurred should the quality of recyclables be impaired through contamination before resale.
- The improvements made to the process for consultation on the draft proposals for the Improvement Plan, over those implemented last year.

- The desirability of being involved earlier in the process for consultation on next year's draft proposals for the Improvement Plan.
- The possibility of implementing a workshop approach to consultation on the Improvement Plan proposals for the following year.

## **Resolutions and Actions**

1. To endorse the processes undertaken in selecting its improvement objectives and the improvements made over those undertaken in the previous year.
2. To forward comments made to the Cabinet, to take into account before a final Draft Plan is recommended for approval to Council in April 2015.

## **Community Planning and Development Scrutiny 18/02/15**

The Improvement Priorities for this Committee relate to:

- Supporting older people leaving hospital;
- Improving care and support services for adults

Comments made included:

- Clarification was provided that Review Team provides the annually required review while any other issues should be addressed through the Assessment Team.
- It was explained that a collective integrated approach was to be utilised by Health and Social Services for integrated assessments.
- It was questioned whether IT data was up to date? – In the past some IT tools wouldn't have been used, but there had been less discipline in entering information. Concern was expressed about money being spent on systems that are not fully utilised.
- It was further clarified that scoping assessments and tools had been looked at and the need to streamline processes for adults.
- A Member stated it was the routine of doing things rather than using the tools available and that professional practice requires cultural shift.
- There was a request for a service area structure reflecting the different parts of the service to be circulated to Members of the Committee for information.
- With regard to the process, a Member expressed one negative and lots of positives - Page 42, the Table doesn't reflect the positive consideration of draft priorities in the Workshop and disaggregation. There has been improvement in consultation and the range of stakeholders involved in this consultation, improvements in the Risk Register on Audit Committee, asking the Fairness Commission to comment. The volume has increased so to present it numerically isn't great.
- A Member added that the Citizen's Panel isn't referenced in the table distinctly.
- It was clarified that much is delivered via partnership working e.g. Hospital Occupational Therapy Team, links to GP networks, Partnership working across Providers, Carers Support function with Carers Forum, Residential and Nursing Providers jointly with Torfaen.
- A Member asked whether on Page 41 – supporting people leaving hospital, those discharged without a package are guaranteed an assessment within 24 hours. – It was explained that this hasn't commenced, but examining using some resources to have an assessment in the community.
- A Member asked how long it would take from assessment to putting in place? – It was explained that there has to be assurance that there is capacity in the Frailty Service to react before this can be done.

## **Resolutions and Actions**

To endorse the processes undertaken in the selection of the Authority's Improvement Objectives and the detailed proposals that relate to the portfolio of this Committee and forward Members' comments to Cabinet before a final plan is recommended to Council for approval in April 2015.

## **Learning, Caring and Leisure Scrutiny Committee 25/02/15**

The Improvement Priorities for this Committee relate to:

- Ensuring the best educational outcomes for children
- Supporting young people into education, employment or training
- Helping children have a flying start in life

Comments made related to:-

- The options and approaches available for catering for pupils with additional or alternative educational needs, including those excluded from mainstream schooling.
- The level of days lost by pupils as a result of being excluded.
- The role of the schools in engaging with parents which varies depending on individual circumstances.
- The process by which alternative education provision was quality assured.
- Whether targets were sufficiently aspirational. The Chief Education Officer reported that these were appropriately aspirational given the circumstances that existed. Improvement in all cases was realistically incremental.
- How Newport compared nationally regarding improvement achieved against targets.
- The Chief Education Officer would provide recent performance data for South East Wales and other Councils for information.
- The relative importance of the availability of vocational pathways for pupils as an alternative to the academic route.
- The potential adverse effect curtailing post 16 education would have on rurally based pupils.
- The number of entrants into work based learning academy places. This was set up via the Communities first initiative and was not undertaken through schools. The scheme represented a pathway to training, education or employment for young people.
- Disappointment at the absence of current and comparative performance data and targets for 2015/16 within the Helping Children to have the best start in life priority narrative. It was however clarified that the document was in draft and would be completed as soon as was possible. Comments made would be conveyed to the Cabinet.

### **Resolutions and Actions**

1. To endorse the processes undertaken in selecting its improvement objectives and the improvements made over those undertaken in the previous year.
2. To forward comments made to the Cabinet, to take into account before a final Draft Plan is recommended for approval to Council in April 2015.

## **Performance Board Improvement Plan Work Programme**

The following work programme is proposed to monitor the Improvement Plan throughout 2015/16. Cabinet will receive quarterly updates on the plan in its entirety and it is proposed that Performance Board look in detail at each of the eight objectives in turn at the following meetings:

<b>Meeting</b>	<b>Improvement Objectives considered in detail</b>
June 2015	Helping Children have a flying start in life Increasing Recycling
September 2015	Supporting Older People leaving hospital Improving care and support services for adults
December 2015	Ensuring the best educational outcomes for children Supporting young people into education, employment or training
March 2016	Improving Outcomes for Youth Justice Developing and Regenerating the City

## **Monitoring Framework**

Each of the eight Improvement Objectives is included in the relevant Service Plan; therefore Service Plan monitoring will also cover the monitoring of the Improvement Objectives.

The progress of the Improvement Plan will be monitored in the following ways:

<b>Meeting</b>	<b>Report Received</b>
Cabinet	Quarterly monitoring reports
Performance Board	In depth monitoring of Improvement Objectives in accordance with the work programme.
Scrutiny	Mid-year and year end monitoring of Service Improvement Plan progress Mid-year progress update report
Strategic Leadership Team and Corporate Management Team	Monthly performance monitoring reports

## **Financial Summary**

As started by the Chief Financial Officer there are no direct financial implications stemming from this report as actions under the Improvement Plan are included in the Service Plans.

## **Risks**

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

\* Taking account of proposed mitigation measures

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

The Improvement Plan directly contributes towards the Corporate Plan.

## **Options Available**

1. To endorse the plan
2. Not to endorse the plan

## **Preferred Option and Why**

Option 1) is preferred in that it takes account of our current position and provides a plan for continued improvement within the framework of the Council's Corporate Plan.

## **Comments of Chief Financial Officer**

There are no direct financial implications stemming from this report. The financial implication of individual projects are reported as part of the on-going medium term financial planning and budget monitoring processes and in that respect, having clear responsibility and accountability for delivering the projects and managing resources is key.

## **Comments of Monitoring Officer**

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

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

There are no direct staffing implications as a result of this report. The Improvement Plan 2015/16, gives clarity of vision which should help employees, managers and stakeholders understand our corporate priorities, how they are being assessed and what this means for the people of Newport.

## **Comments of Cabinet Member**

Report author to confirm that the Cabinet Member has approved the report for consideration by cabinet.

## **Scrutiny Committees**

See above

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

See Improvement Plan

## **Consultation**

See Improvement Plan

## **Background Papers**

Cabinet Report: Improvement Plan Priorities 15/16 (12/01/15)

Street Scene, Regeneration and Safety Scrutiny Committee, Draft Improvement Plan 15/16 (12/02/15)

Community Planning and Development Scrutiny, Draft Improvement Plan 15/16 (18/02/15)

Learning, Caring and Leisure Scrutiny Committee, Draft Improvement Plan 15/16 (25/02/15)

Performance Board: Improvement Plan 2015/16 (23/03/2015)

Cabinet Report: Improvement Plan 2015/16 (13/04/15)

Dated: 13 April 2015