

Balancing the Council's Medium Term Budget

Short Description	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years
Overseeing Officer	<ul style="list-style-type: none"> Chief Executive Head of Finance Strategic Director - People Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Leader of the Council
Linked Theme	
Linked Corporate Objective	

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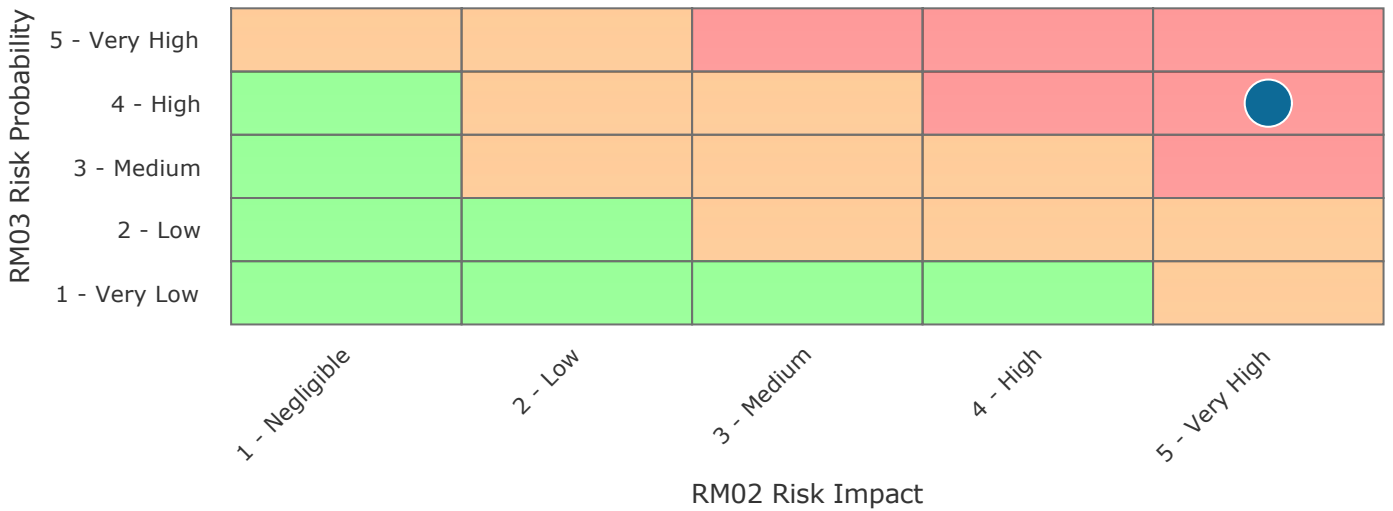
Balancing the Council's Medium Term Budget





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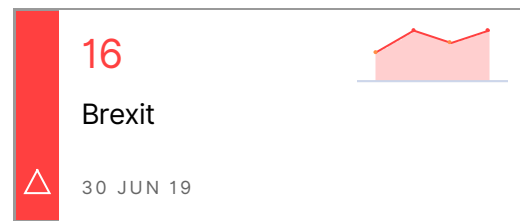
Inherent Risk Score Target Risk Score



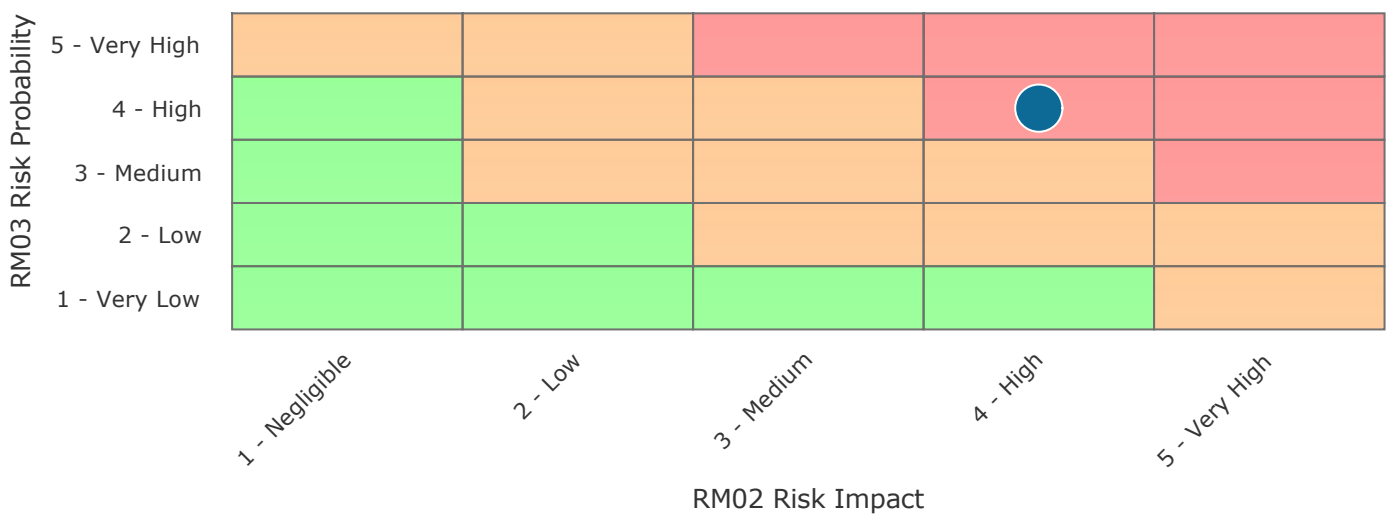
Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
 SLT and CMT to identify savings to reduce the budget gap over the medium term		SLT and CMT to identify savings to reduce the budget gap circa £30million over the medium term.	0%	
 To update SLT on MTFP position		Following meetings with Heads of service and Directors on review of their pressures, an update on the MTFP will be provided to SLT for review, discussion and actions to follow.	50%	

Brexit

Short Description	The UK will be leaving the European Union on the 31st October 2019 which will have a financial and operational impact on the delivery of Council's services in the short term and long term.
Overseeing Officer	<ul style="list-style-type: none"> Chief Executive Strategic Director - People Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Leader of the Council
Linked Theme	
Linked Corporate Objective	



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Inherent Risk Score Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> Civil Contingencies - Arrangements to escalate and report on Brexit		Civil Contingencies - To provide regular updates to the Council and Brexit Task & Finish Group on Regional and National wide Brexit preparations. Regular updates from the Gwent Local Resilience Forum which includes local authorities, Police, Fire, Health as well as Welsh Government, WLGA and other strategic group updates will be included as part of this process.	80%	★
<input checked="" type="checkbox"/> Finance - Monitoring of impact on Finance and Supplies & Services		Finance - The Council will closely monitor its financial position as part of its annual budget setting process and Medium Term Financial Planning. For Council activities and	70%	★

Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
		services which are EU funded there is ongoing discussions with the Welsh Government to put in arrangements after 2021. The Council will be liaising with its strategic partners (Newport Norse / SRS / Newport Live) to assess the impact on its supplies and services. Also across the Council, service areas are being asked to identify their high risk / key contracts and to obtain the necessary assurances of any Brexit impact which could affect the availability and cost of supplies or services. "		
<input checked="" type="checkbox"/> Governance - Arrangements to manage Brexit in NCC		Governance - To establish Task & Finish group arrangements in Newport Council to manage the impacts of Brexit including liaison with Welsh Government, WLGA, Statutory partners e.g. Civil Contingencies and our third party providers. Regular updates will be provided to the Senior Leadership Team (SLT) and Cabinet on the Council's Brexit preparations.	80%	★
<input checked="" type="checkbox"/> Regulatory Services - Compliance with Trading Standards legislation		The Council' Regulatory Services (Trading Standards and Licensing) will receive advice and guidance from the Food Standards Agency Wales and DEFRA and work closely with Association of British Ports (ABP) to manage any impact on the service.	100%	★
<input checked="" type="checkbox"/> Staffing - Support provided to EU Members of Staff		Staffing - The Council will need to capture information on the number of existing staff members which are from the EU and ensure necessary arrangements are in place for new starters in the Council. Long term, the Council will monitor and liaise with service areas and partners on the impact of Brexit on resources and skill issues /	80%	★

Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
		opportunities as a result of leaving the EU. Guidance and advice will also need to be available to EU staff members on completing any residency applications. "		

City Centre Security & Safety

Short Description	Significant incidents of deliberate acts that pose hazards to people in surrounding areas; structural damage; business continuity; damage/disruption to infrastructure and utilities; and reputational and economic impact.
Overseeing Officer	<ul style="list-style-type: none"> Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for City Services
Linked Theme	<ul style="list-style-type: none"> Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 2

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City Centre Security & Safety

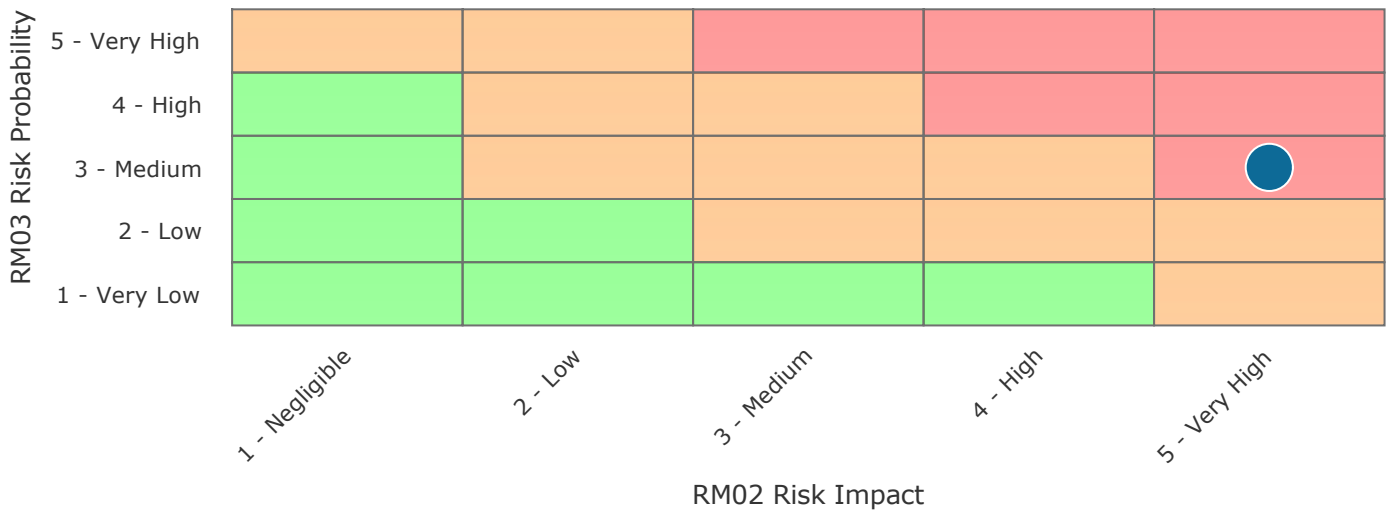
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Inherent Risk Score

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Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> City Centre Training to Businesses		Training for those businesses operating within the city centre that may be affected by significant incidents – Gwent Police will lead on the training with the use of NCC channels to promote and raise initial awareness of the scheme.	0%	
<input checked="" type="checkbox"/> Co-ordinated evac arrangements		Co-ordinated evacuation arrangements for the city centre – NCC will be working with all partner organisations such as the emergency services and private business within the city centre to construct a co-ordinated evacuation system.	0%	
<input checked="" type="checkbox"/> Secure Vehicle / Pedestrian Separation		Secure vehicle access and pedestrian separation. – City Services are currently working on a plan to identify what mitigation measures can be put in place around the city centre to protect densely populated areas.	22%	

Climate Change

Short Description	Scientific evidence indicates that the global climate is warming and is changing the environment that we live in Wales and in Newport. The cause of this change is through emissions produced by industry, vehicles, households and businesses. Newport has 11 Air Quality Management Areas which monitor air quality and since they were in place we have been in breach.
Overseeing Officer	<ul style="list-style-type: none"> Head of Regeneration, Investment and Housing Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Deputy Leader and Cabinet Member for Equalities and Assets
Linked Theme	<ul style="list-style-type: none"> Theme : Modernised Council Theme: Resilient Communities (Community) Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 2 Well-being Objective 3

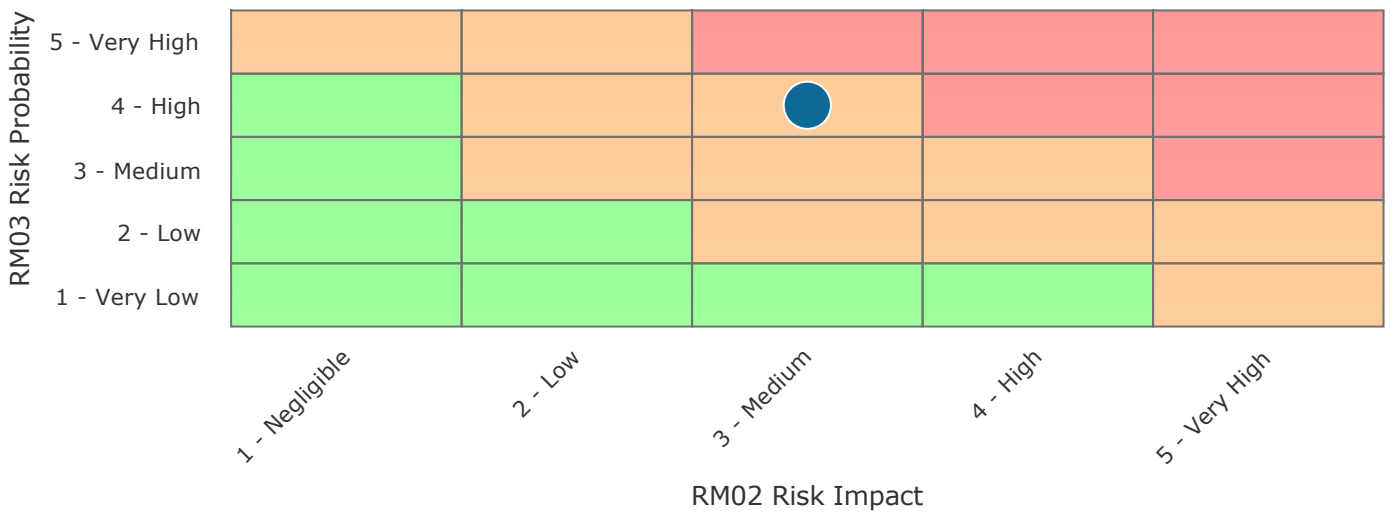
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Climate Change

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Inherent Risk Score

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Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
 Adopt and Implement Air Quality Action Plans in AQMA's		Adopt and implement Air Quality Action Plans in AQMA's	50%	★
 Develop Local Air Quality Management Statutory Action Plan		Develop Local Air Quality Management Statutory Action Plan to identify Air Quality Management Areas in the City and ensure it is formally adopted and implemented.	75%	★
 Finalise and publish Carbon Management Plan.		Finalise and publish the council's Carbon Management Plan.	75%	★
 Investigate Opportunities to Improve Domestic Energy Efficiency and Relieve Fuel Poverty		Investigate opportunities to improve domestic energy efficiency and relieve fuel poverty in Newport.	20%	★
 Review Public Transport Access for Proposed Housing Developments		Review proposed housing developments for access to public transport.	25%	★

Demand for ALN and SEN support

Short Description	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand of increasing need.
Overseeing Officer	<ul style="list-style-type: none"> Chief Education Officer Strategic Director - People
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for Education and Skills Cabinet Member for Education and Young People
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 1 Well-being Objective 3

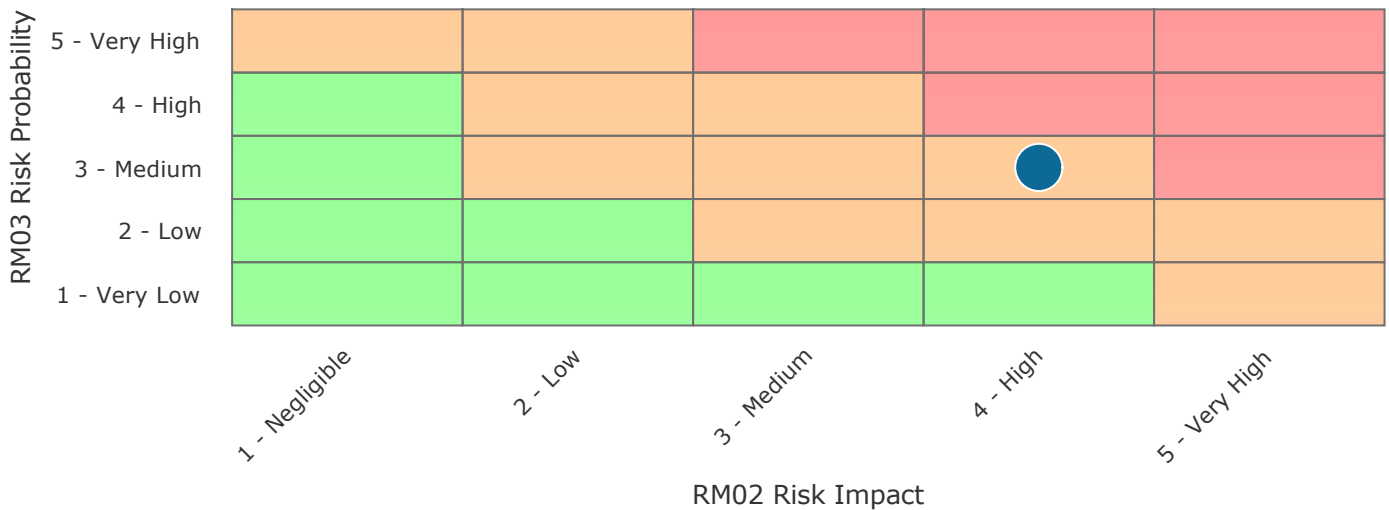
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Demand for ALN and SEN support

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Inherent Risk Score Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> Estyn Rec 5 - Ensure Appropriate Welsh Medium Provision is in Place for ALN Pupils		(Estyn Rec 5) Ensure that Welsh Medium (WM) provision is established to support pupils with Additional Learning Needs Good quality ALN provision will be created to support pupils attending WM schools. The permanent location for the new Welsh-medium primary school will include provision for a Learning Resource Base.	10%	★
<input checked="" type="checkbox"/> Revise School ALN Review Format in line with the Excellence in Teaching and Leadership...		Revise School ALN Review Format in line with the Excellence in Teaching and Leadership Framework (ETLF)	100%	★
<input checked="" type="checkbox"/> To further the implementation of the Additional Learning Needs (ALN) and Educational Tribunal...		To further the implementation of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	40%	★

Educational Out of County Placements

Short Description	Limited access to Newport City Council (NCC) provision for pupils who require complex and specialist placements which results on a reliance on OOC placements both day and residential.
Overseeing Officer	<ul style="list-style-type: none"> Chief Education Officer Strategic Director - People
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for Education and Young People
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 1

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Educational Out of County Placements

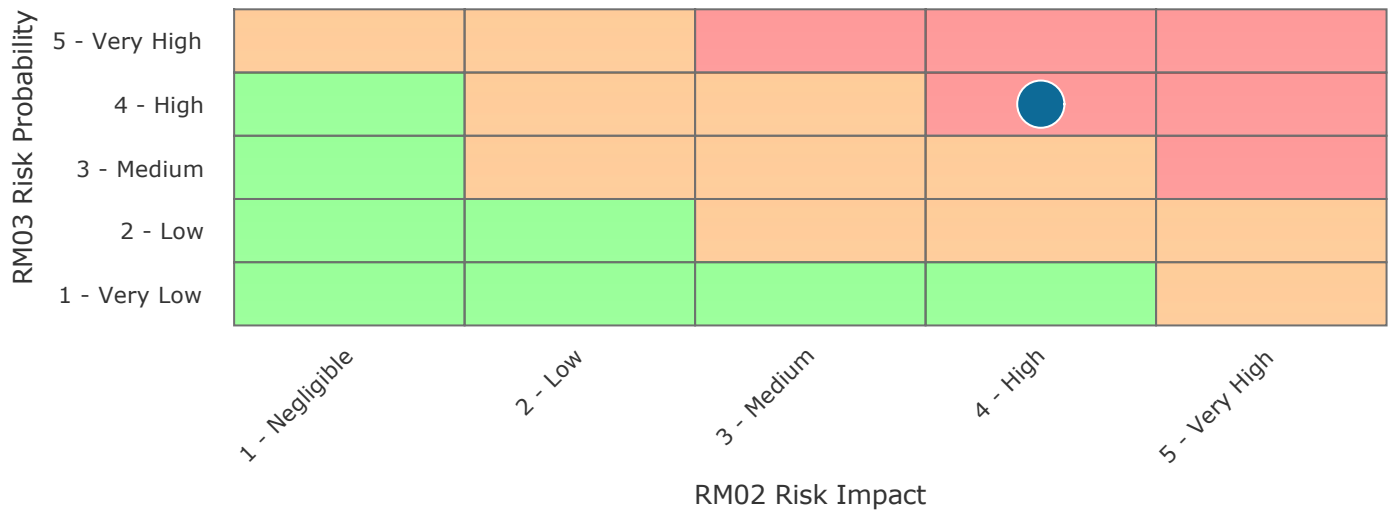
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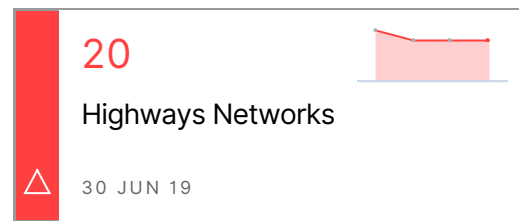
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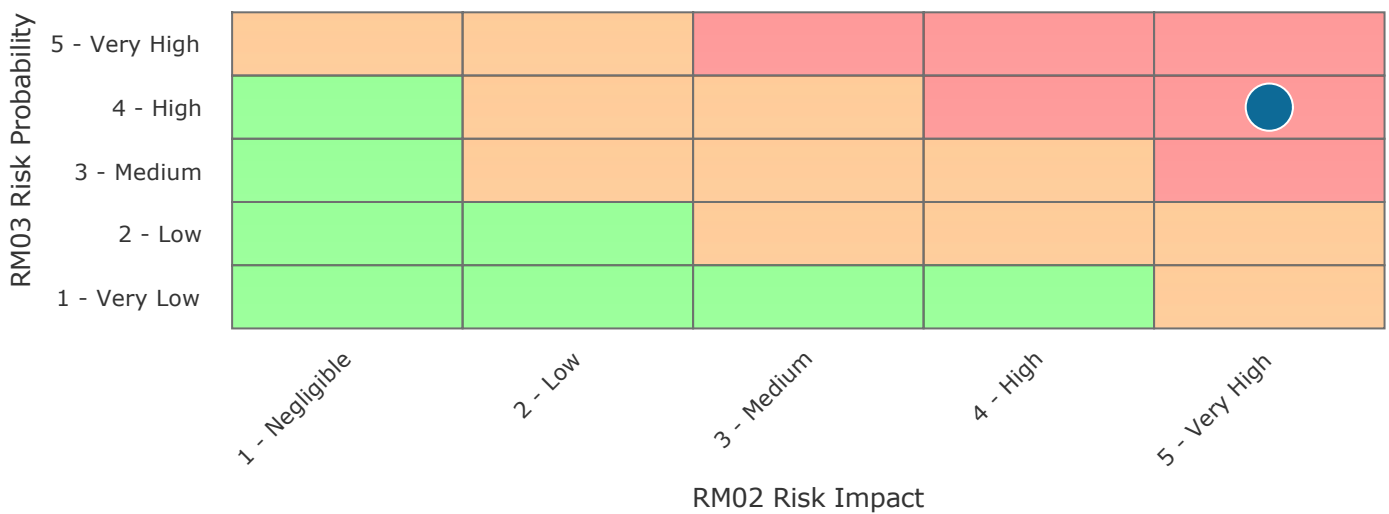
Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
 Analysis of SEN trends to inform provision required		Undertake a review of Newport provision for pupils aged 0-25 years to ascertain uptake of placements and future requirements based on data trend analysis and local knowledge	60%	★
 Review ALN KS2 to KS4 SEBD and ASD provision		Review ALN KS2 to KS4 SEBD and ASD provision	75%	★
 To continue to redevelop and extend provision within the city to accommodate a greater range...		To continue to redevelop and extend provision within the city to accommodate a greater range of needs, ensuring that pupils are placed where their learning is best supported.	50%	★
 Work in collaboration with Social Services to review current OOC placements		Pupils will be identified appropriately for moving into local accommodation and will have appropriate educational provision made available.	65%	★

Highways Networks

Short Description	Failure to recognise current levels of under investment in the whole life of the city's highway network assets in the medium to long term will continue to compound existing maintenance backlog figures.
Overseeing Officer	<ul style="list-style-type: none"> Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for City Services
Linked Theme	<ul style="list-style-type: none"> Theme : Thriving City
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 2 Well-being Objective 3



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Inherent Risk Score Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> Active lobbying to WG, WLGA, and CSS(W) to recognise funding gap to address backlog		We have identified that there is a maintenance backlog of approximately £90m for Newport. But the level of funding to maintain these assets is not sufficient to meet this. The underinvestment is not unique to Newport and other authorities in Wales are facing the same issues. Therefore, we (alongside other local authorities) are lobbying the Welsh Government, Welsh Local Government Association and CSS(W) to increase and/or make more capital funding available to decrease this gap. This action will be ongoing and	0%	●

Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
		will not result in direct action completion.		
 Develop and implement the Council's Highways Asset Management Strategy / Plan		The Council is developing the Highways Asset Management Strategy and Highways Asset Management Plan. This plan will be implemented in 2019/20 and will enable the Council to actively manage its highways infrastructure. Implementation of the plan will enable the Council to undertake: risk based assessment and management of its infrastructure; calculating future funding requirements to maintain agreed levels of service; risk based evidence to identify and deliver improvements to assets identified below required standards.	0%	
 Reactive Highways inspection and repair service.		The Council's Highways inspectors undertake daily checks of the Council's highways assets to determine their condition. The Council also operates a system for members of the public to report assets e.g. potholes, road signs, grass verges etc on the public highway that consider in poor condition. Risk based inspections are completed and regime of reactive work is undertaken to mitigate the risk of third party claims, and maintenance of the highway under Section 41 of the Highways Act.	0%	

In Year Financial Management

Short Description	This relates to the in year management of budgets and risk profiling of service areas / activities that are forecasting end of year overspends.
Overseeing Officer	<ul style="list-style-type: none"> Chief Executive Head of Finance Strategic Director - People Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Leader of the Council
Linked Theme	
Linked Corporate Objective	

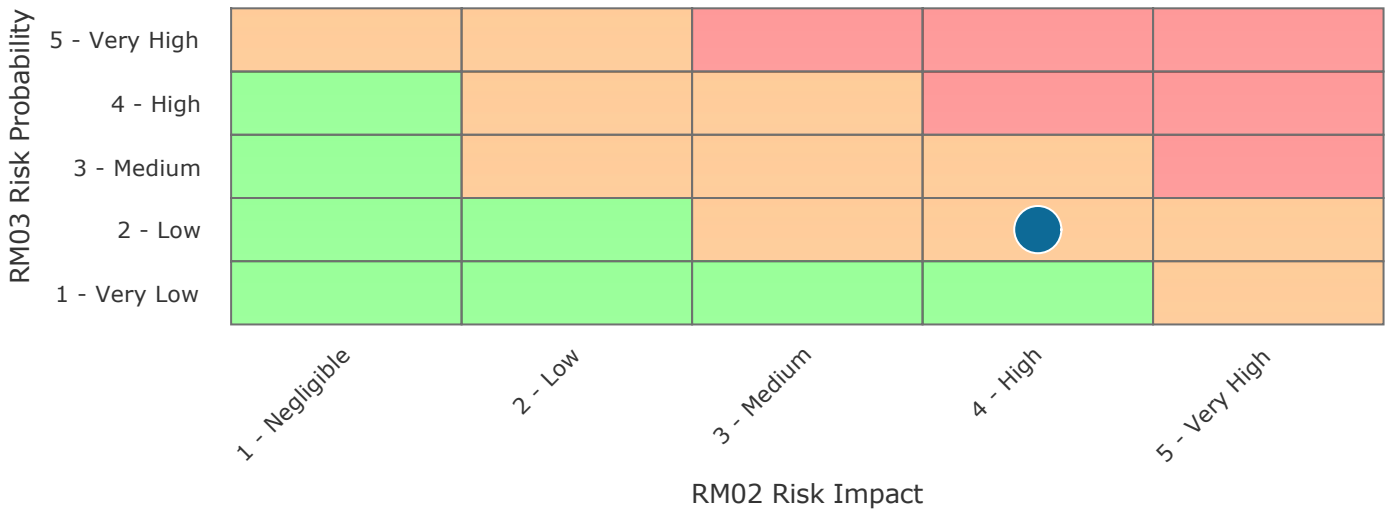
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In Year Financial Management

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Inherent Risk Score

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Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> All service areas to maintain robust financial management		All service areas to maintain robust financial management and understand the risks associated delivery of savings and achievability of the savings.	25%	●
<input checked="" type="checkbox"/> Cabinet Member and Senior Officers to manage / mitigate any projects not achieving savings		There are currently a number of undelivered savings of as at Quarter 1 figures circa £209k in 2019/20 and £91k from 2018/19. Cabinet Member, Senior Officers, Corporate Management Team and Heads of Service to manage and mitigate the risks of not delivering these savings.	0%	●
<input checked="" type="checkbox"/> Cabinet Member and Senior Officers to reduce overspending in Social Care		There are significant overspends within Children and Adult Services for Quarter 1 circa £3million. Cabinet Member, Senior Officers are required to review their actions to reduce this overspend and mitigate against further risks.	25%	▲

Newport Council's Property Estate

Short Description	NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.
Overseeing Officer	<ul style="list-style-type: none"> Chief Executive Head of People & Business Change Head of Regeneration, Investment and Housing Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> The Deputy Leader and Cabinet Member for Assets and Member Development
Linked Theme	<ul style="list-style-type: none"> Theme : Modernised Council
Linked Corporate Objective	

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Newport Council's Property Estate

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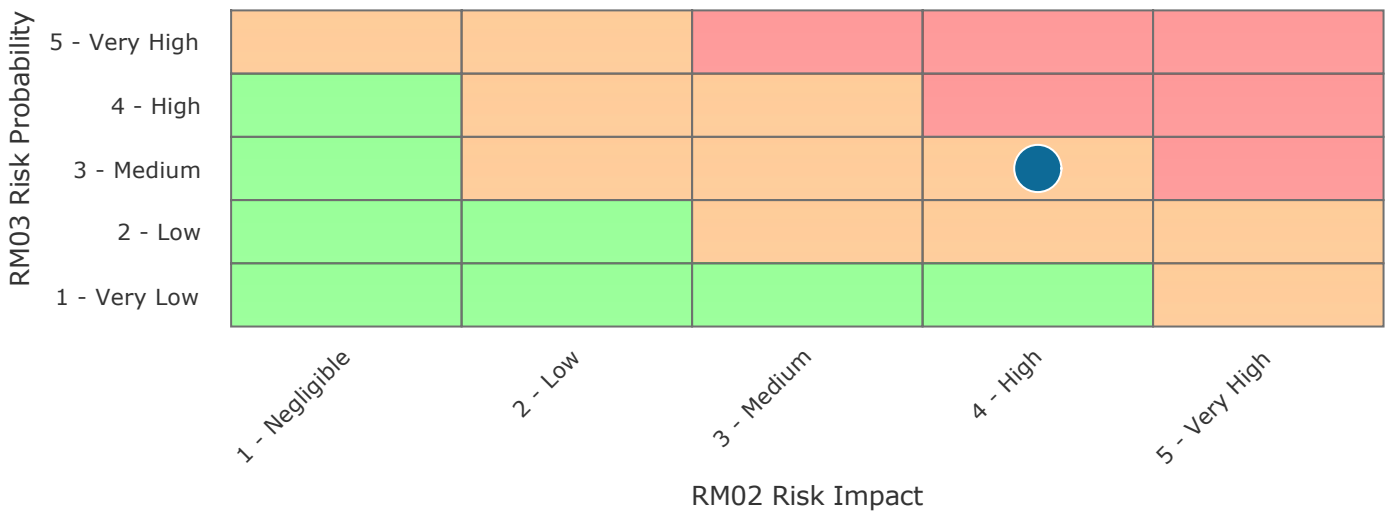


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Inherent Risk Score

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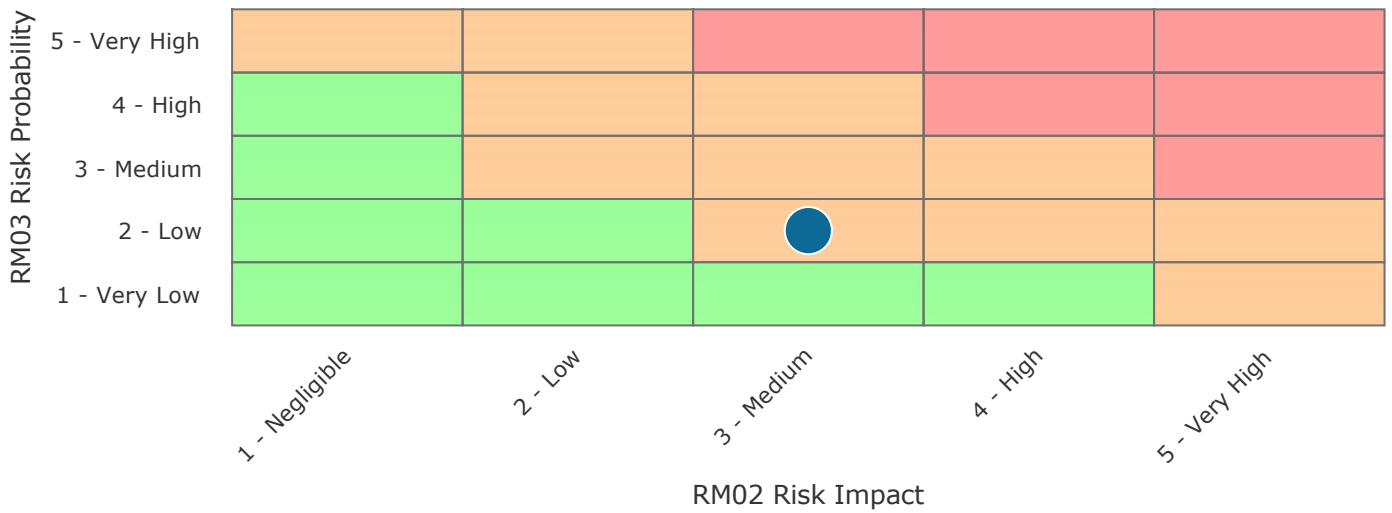
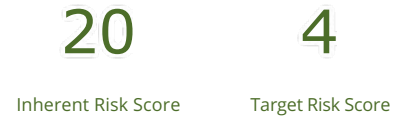
Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> Delivery of the Annual Capital Maintenance Programme		The delivery of the Council's annual Capital maintenance programme to maintain and improve the Council's property estate.	60%	★
<input checked="" type="checkbox"/> Develop a balanced strategy for the future of the Civic Centre		In response to financial, environmental, legal sustainability and social pressures we need to develop a balanced strategy for the future preservation and transformation of the Civic Centre.	15%	●

Safeguarding Risk

Short Description	To ensure the Council safeguards adults, children and carers as part of its statutory duty.
Overseeing Officer	<ul style="list-style-type: none"> Chief Executive Strategic Director - People Strategic Director - Place
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for Social Services
Linked Theme	<ul style="list-style-type: none"> Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 3



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> All education Services staff to have completed relevant safeguarding training		All staff are appropriately trained to facilitate safeguarding arrangements.	76%	★
<input checked="" type="checkbox"/> Contribute towards the All Wales Adult Safeguarding Guidance		To contribute towards the new All Wales Adult / children Safeguarding Guidance.	25%	★
<input checked="" type="checkbox"/> Development of Safeguarding Champions across the Council.		Establish Safeguarding Complete Champions within each service area and roll out a training schedule for Members and Council employees	70%	★
<input checked="" type="checkbox"/> Embed the implementation of the new national 'safeguarding toolkit' for schools.		All schools have effective safeguarding processes in place	50%	★
<input checked="" type="checkbox"/> Empower Citizens Through the Adult Safeguarding Process		To continue to support and empower citizens through the adult safeguarding process.	40%	★
<input checked="" type="checkbox"/> Establish a robust review process for DOLS		To establish a robust review process for Deprivation of Liberty Safeguards (DOLS) assessments for Newport Citizens.	0%	?
<input checked="" type="checkbox"/> Evaluate & Refine the Model of Adult Protection		Continue to evaluate and refine the model of adult protection to include consideration to manage the increasing demands of the service and improve practitioner knowledge under the new legislation (Part 7 Social Services & Well Being Act). Evaluation review of the 6 month Safeguarding Hub. The pilot will be compiling data to evidence if the HUB model has improved processes and increased efficiency.	55%	●
<input checked="" type="checkbox"/> Improve links to information and advocacy to citizens		To improve links to information and advocacy to ensure citizens are fully informed and supported throughout the safeguarding process.	40%	●

Schools Finance / Cost Pressures

Short Description	In year cost pressures of schools are not met resulting in increased deficit budgets
Overseeing Officer	<ul style="list-style-type: none"> Strategic Director - People
Lead Cabinet Member(s)	<ul style="list-style-type: none"> Cabinet Member for Education and Skills Cabinet Member for Education and Young People
Linked Theme	<ul style="list-style-type: none"> Theme : Aspirational People
Linked Corporate Objective	<ul style="list-style-type: none"> Well-being Objective 1

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Schools Finance / Cost Pressures

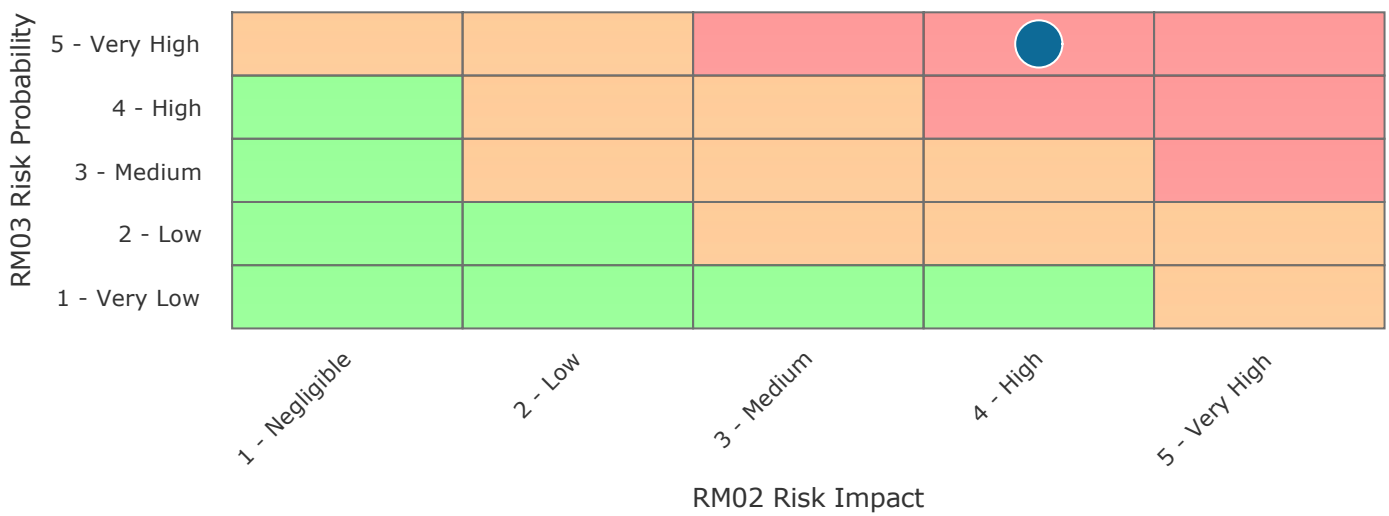
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Inherent Risk Score

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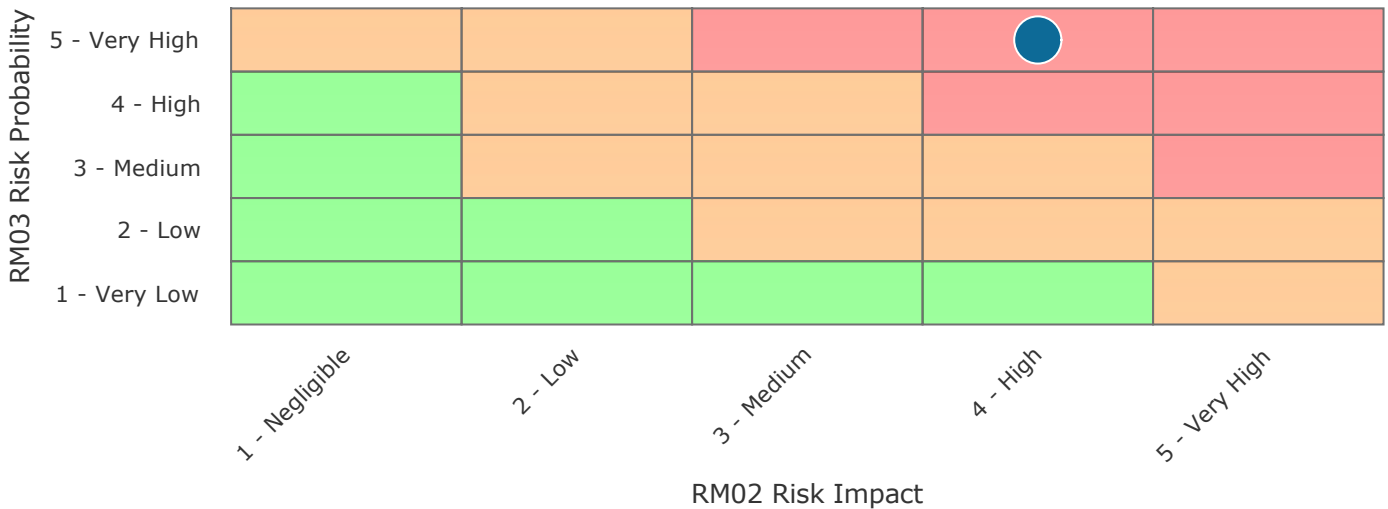
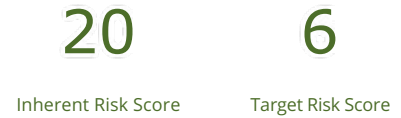
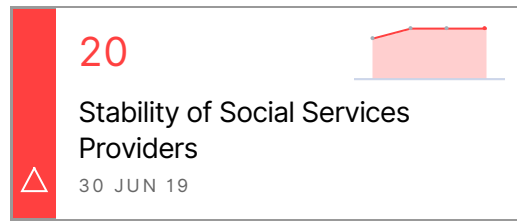
Target Risk Score



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> Managing School Budget		The local authority will monitor school budgets to ensure that Headteachers and Governing Bodies are: a) Maintaining a balanced budget; b) Addressing in year overspends to reduce the risk of moving in to deficit positions; c) Where deficit budgets occur, deficits are licensed with full recovery plans. d) Where in year deficits are still arising following substantial review, further mitigation may be through the medium term financial plan.	5%	▲
<input checked="" type="checkbox"/> Supporting / challenging schools to address overspending & deficit budgets		Develop and work through a new schools budget monitoring process to consider how secondary schools need to be supported / challenged to address in year overspending and deficit budgets.	45%	★

Stability of Social Services Providers

Short Description	The Council requires support from external providers to deliver care packages for children and adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.
Overseeing Officer	<ul style="list-style-type: none"> ■ Head of Adult and Community Services ■ Strategic Director - People
Lead Cabinet Member(s)	<ul style="list-style-type: none"> ■ Cabinet Member for Social Services
Linked Theme	<ul style="list-style-type: none"> ■ Theme: Resilient Communities (Social Care)
Linked Corporate Objective	<ul style="list-style-type: none"> ■ Well-being Objective 3



Action Name	Risk Cause(s)/Impact(s)	Action Description	% Complete	Jun 2019
<input checked="" type="checkbox"/> BAU - Compliance monitoring and review of Commissioned Services		BAU - To ensure commissioned services are subject to ongoing contract management processes that monitor compliance and review quality and cost.	0%	★
<input checked="" type="checkbox"/> BAU - Continue to provide and develop in house provision		BAU - To continue to provide and develop in house provision where appropriate and cost effective.	0%	★
<input checked="" type="checkbox"/> BAU - Develop Regional and Collaborative Commissioning Initiative		BAU - To develop Regional and collaborative commissioning initiatives to deliver consistency and efficiencies.	34%	★
<input checked="" type="checkbox"/> BAU - Development of the People Commissioning function		BAU - To further develop the People Commissioning function to oversee all commissioning and contractual activity within the Directorate.	40%	★
<input checked="" type="checkbox"/> BAU - Management of the local market of Social Care contracts		BAU - To manage the local market to ensure sufficient capacity, diversity and skill through provider engagement and consultation around strategic priorities, service principles and fee setting.	34%	★
<input checked="" type="checkbox"/> BAU - Undertake Evidence Based Commissioning		BAU - To undertake evidence based commissioning through robust needs analysis and adherence to commissioning strategies to ensure services reflect community needs and offer sufficient market capacity.	26%	★
<input checked="" type="checkbox"/> BAU - Work with partners to develop common contracts and monitoring protocols		BAU - Work with ABUHB and Local Authority partners to develop common contracts and monitoring protocols.	73%	★
<input checked="" type="checkbox"/> Develop a Gwent Care Academy		Develop a Gwent Care Academy to offer qualifications for care staff and embed the principles of RISCA where all care staff are required to register.	0%	★