NEWPORT
CITY COUNCIL
CYNGOR DINAS
CASNEWYDD

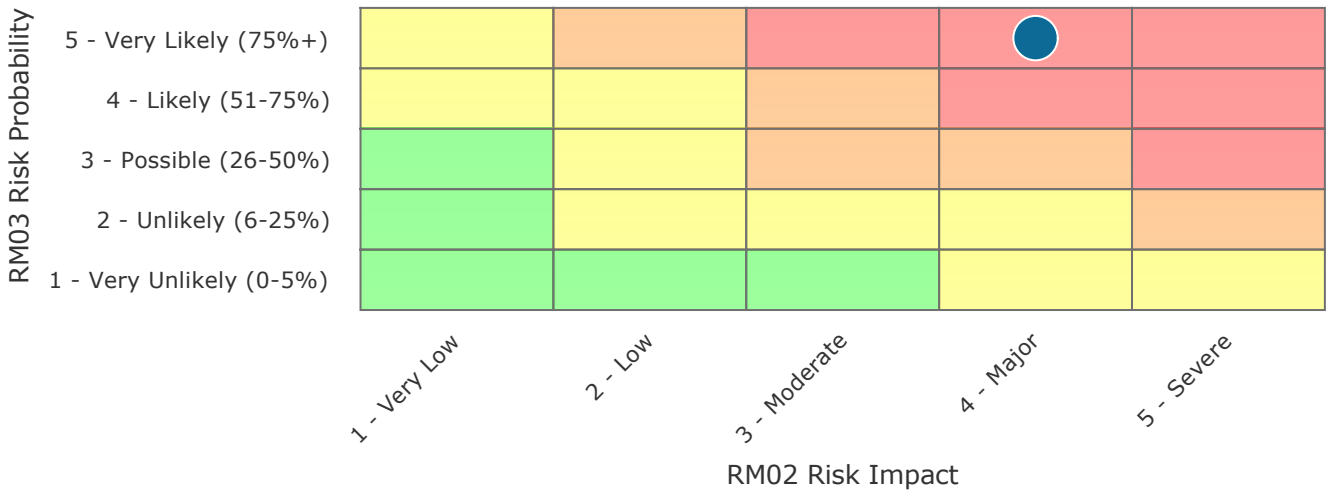
Corporate Risk Register

2020/21 Quarter 2 Update

Ash Die Back Disease

Short Description	Ash Die back disease will affect tree population in Newport. The disease has already been identified in Newport and could kill the majority of Ash trees in the authority. The impact of no action will be significant numbers of tree failures that could see an increase in the number of people harmed by trees and property claims.
Risk Owner	Joanne Gossage
Overseeing Officer	Head of Streetscene and City Services
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for City Services & Member Development
Linked Theme	Theme : Thriving City
Linked Corporate Objective	▪ WBO 2. Economic Growth & Regeneration ▪ WBO 4. Cohesive & Sustainable Communities

20	6
Inherent Risk Score	Target Risk Score



Direction of Risk

	DoR	Comment
Ash Die Back Disease	➡	No change to risk score for quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Improve Green & Open Spaces for Amenity & Leisure	Improvement to community green and open spaces for amenity and leisure.	51%	★
Increase & Improve Newport's Urban Tree Coverage	Increase and improve Newport's urban tree coverage.	25%	★
Undertake works removing Ash trees owned by NCC	To undertake works removing Ash trees that are owned by NCC.	17%	★

Balancing the Council's Medium Term Budget

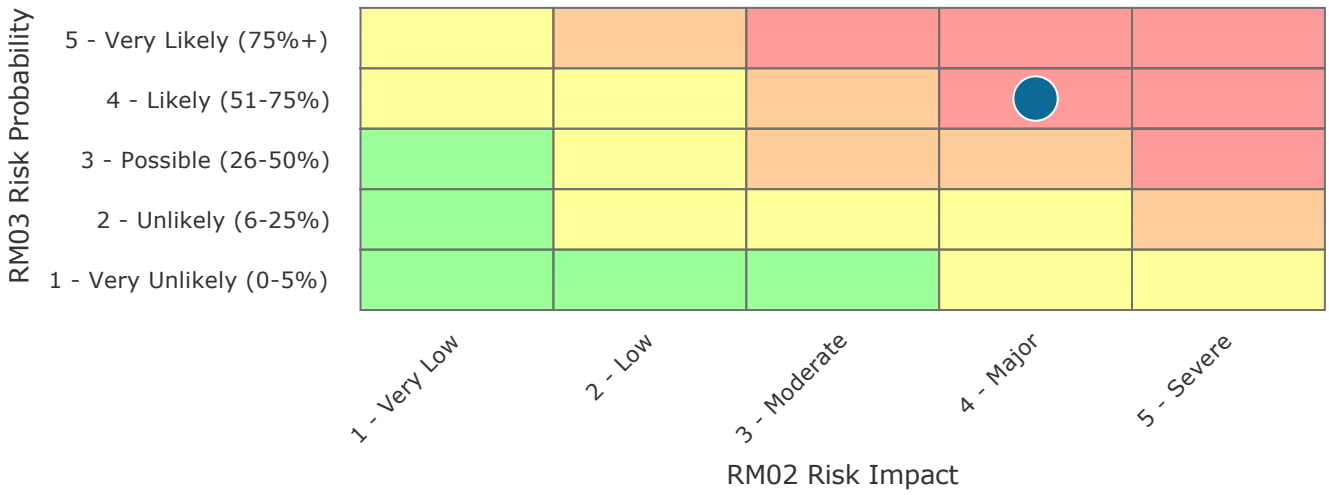
Short Description	To meet the Council's requirement of reducing the gap between Council spend and Budget allocation over the next 3-5 years
Risk Owner	Owen James
Overseeing Officer	▪ Chief Executive ▪ Head of Finance
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	▪ Theme : Aspirational People ▪ Theme : Modernised Council ▪ Theme : Thriving City ▪ Theme: Resilient Communuities (Community) ▪ Theme: Resilient Communuities (Social Care)
Linked Corporate Objective	▪ WBO 1. Skills, Education & Employment ▪ WBO 2. Economic Growth & Regeneration ▪ WBO 3. Healthy, Independent & Resilient ▪ WBO 4. Cohesive & Sustainable Communities

16

Balancing the Council's Medium Term Budget

30 SEP 20

16	10
Inherent Risk Score	Target Risk Score



Direction of Risk

	DoR	Comment
Balancing the Council's Medium Term Budget	➡	No change to the direction of risk. There is still a budget gap that needs to be dealt with. There are ongoing actions being taken to identify savings to reduce the gap and will be taken forward with Cabinet in the coming months. There is an issue of planning within a void due to lack of clarification on the level of funding that will be provided by Welsh Government until late December.

Action Name	Action Description	% Complete	Sep 2020
Agree the Service Areas finance Response & Recovery to Covid-19 Impact	Meet with Heads of Service to agree the impact on the individual service areas on the impact of their response and recovery of the Covid-19 impact, alongside the "business as usual" forecasts to be including within monitoring.	100%	★
Balancing the 2021-22 budget gap	The Council are required to set a balanced budget in each year. Currently there is a budget gap for 2021-22 that needs to be balanced.	25%	▲
SLT and CMT to identify savings to reduce the budget gap over the medium term	Senior Leadership Team and Corporate Management Team to identify savings to reduce the budget gap circa £30million over the medium term.	20%	▲

Brexit

Short Description	The UK Government (UKG) and EU have now entered into the transition phase to negotiate a trade agreement by 31st December 2020. Should the UKG fail to secure a deal, the UK will fall back onto World Trade Organisation (WTO) arrangements which could impact on the cost and supply of goods / services and could impact on the economy and business arrangements. Also concerns around EU citizens living in the UK.
Risk Owner	Rhys Cornwall
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	▪ SRA 2. Supporting the Environment & the Economy ▪ WBO 1. Skills, Education & Employment ▪ WBO 2. Economic Growth & Regeneration ▪ WBO 3. Healthy, Independent & Resilient ▪ WBO 4. Cohesive & Sustainable Communities

16

Inherent Risk Score

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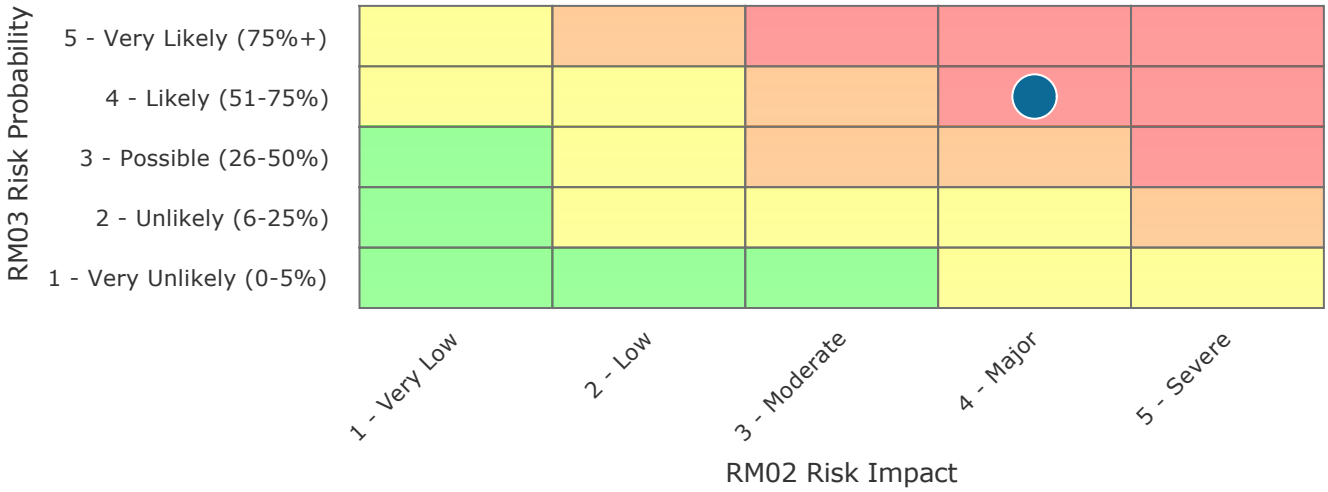
Target Risk Score



Direction of Risk

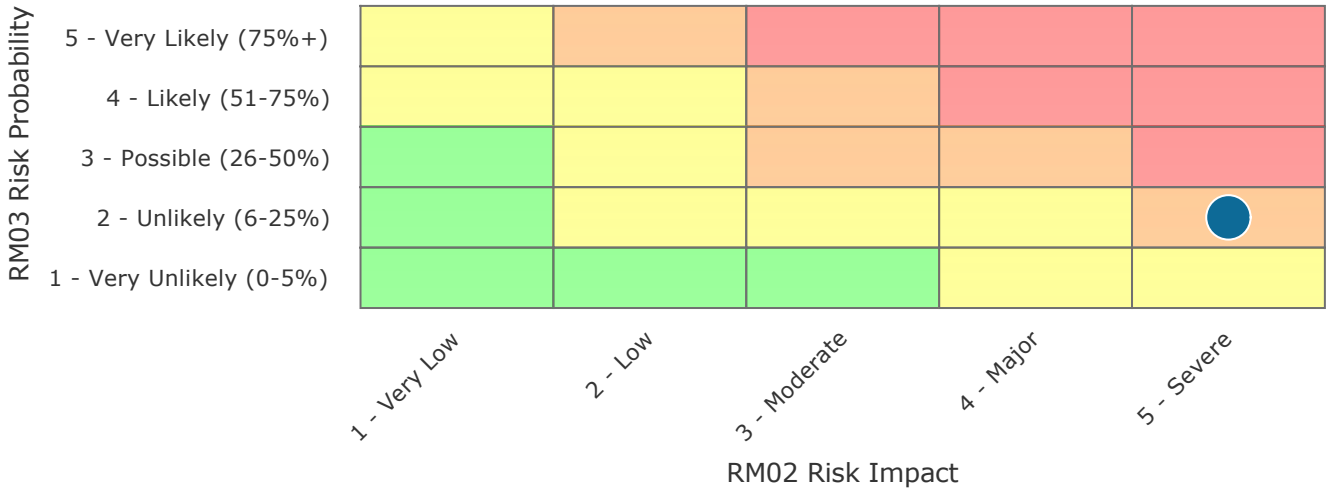
	DoR	Comment
Brexit		Risk score has increased to 16 in quarter 2 as the rhetoric from UK Government and EU is that there are gaps in the trade negotiations and there is an increased probability of the UK leaving without a deal in place. Further examination of this risk will need to be undertaken pending the outcomes of the final negotiations. For the Council, it is increasingly difficult to effectively prepare until the final outcomes are known and the Council's Brexit Task and Finish group is monitoring this process closely with monthly reports to the Council's Cabinet.

Action Name	Action Description	% Complete	Sep 2020
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, Welsh Local Government Association (WLGA) and other strategic group updates will be included as part of this process.	80%	
Contribute towards Welsh Government;s Nation of Sanctuary Plan.	To develop an Integration Strategy for Newport, focusing on our approach to asylum seekers, refugees and migrants and contributing to Welsh Government's Nation of Sanctuary Plan.	50%	
Ensure Resources are Utlised for Increase in Import & Export Regulatory Duties Due to Brexit	Ensure that available resources are utilised to prepare the Service for increased export and import regulatory duties as a result of Brexit.	50%	
Finance - Forecasting and monitoring of finance impact on service areas 2020/21.	To monitor the Council's finances (revenue and capital) in relation to any impacts on service areas from the Brexit Trade arrangements in 2020/21.	10%	
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 services which are European Union (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 / Shared Resource Service (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. "	100%	
Support the Council's Brexit Task and Finish Group	Support the Council's Brexit Task and Finish Group in making preparations for post European Union arrangements for the Council and Newport.	50%	

City Centre Security & Safety

Short Description	Significant incidents of deliberate acts that pose hazards to people in surrounding areas; structural damage; business continuity; damage/disruption to infrastructure and utilities; and reputational and economic impact.
Risk Owner	Rhys Cornwall
Overseeing Officer	Strategic Director - Place
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for City Services & Member Development
Linked Theme	Theme : Thriving City
Linked Corporate Objective	▪ WBO 2. Economic Growth & Regeneration ▪ SRA 2. Supporting the Environment & the Economy

Inherent Risk Score	Target Risk Score
20	8



Direction of Risk		
	DoR	Comment
City Centre Security & Safety	➡	Has been put forward as a 'shovel ready' scheme to Welsh Government. Risk currently mitigated due to Covid 19 - road closures in place, plus lower footfall.

Action Name	Action Description	% Complete	Sep 2020
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.	20%	●
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%	▲
Identify Funding Source for Hostile Vehicle Mitigation	Identify funding source to deliver the required Hostile Vehicle Mitigation.	0%	▲
Recommence Vehicle Mitigation Project	Recommence project following temporary cessation due to funding uncertainties and COVID 19 impact.	0%	
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.
Risk Owner	Ben Hanks
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Sustainable Development
Linked Theme	▪ Theme : Modernised Council ▪ Theme: Resilient Communuities (Community) ▪ Theme : Thriving City
Linked Corporate Objective	▪ WBO 2. Economic Growth & Regeneration ▪ WBO 3. Healthy, Independent & Resilient

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Inherent Risk Score

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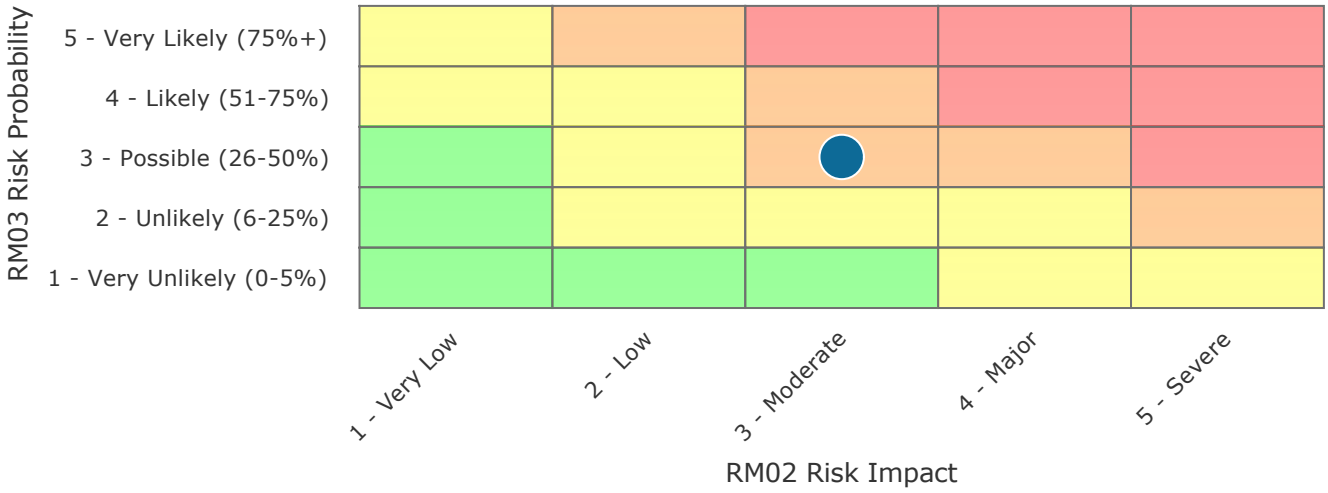
Target Risk Score



Direction of Risk		
	DoR	Comment
Climate Change	➡	No change to the risk score in quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Begin to use zero emission vehicles and active travel to deliver services	Begin to use zero emission vehicles and active travel to deliver services	15%	●
Collaborate with Partners to Develop Carbon Reduction Opportunities	Collaborate with external partners to develop internal and external carbon reduction opportunities	10%	★
Develop & Promote the Installation of Community Energy	Continue to develop and promote the installation of community energy in the city	90%	★
Develop a Climate Strategy	Develop a Climate Strategy for Newport City Council.	10%	★
Develop a Long Term Fleet Strategy	Development of a long term Fleet Strategy that will support the Council's Carbon Management Plan to be net carbon neutral.	50%	★
Develop Localised Air Quality Management Plans	Local Air Quality Management - develop localised plans under the Council's Sustainable Travel Strategy to meet statutory requirements for Action Plans. Actions to be generated by the Sustainable Travel Group.	0%	●
Improve the Energy Efficiency of the Estate	Develop a programme to improve the energy efficiency of the estate.	50%	★
Investigate Opportunities to Improve Domestic Energy Efficiency and Relieve Fuel Poverty	Investigate opportunities to improve domestic energy efficiency and relieve fuel poverty in Newport.	15%	●
Review Carbon Management Plan	Undertake the first Carbon Management Plan review.	50%	★
Review Public Transport Access for Proposed Housing Developments	Review proposed housing developments for access to public transport.	100%	✔
Undertake & Deliver Active Travel Projects	Undertake and deliver Active Travel projects across Newport agreed as part of the local transport fund allocation.	61%	★
Undertake actions to discharge duties under Active Travel Act	Undertake actions to discharge duties placed on local authorities under the Active Travel Act including publishing and promoting the integrated network map.	61%	★

Covid 19 Pandemic Outbreak

Short Description	The Corona Virus (COVID 19) pandemic has put at risk the operational ability of the Council to deliver its services, support vulnerable people across Newport and the economic impact to the local and wider economy. Potential mitigations carried out in line with the Chief Medical Officer's advice and Welsh/UK Government guidance.
Risk Owner	Rhys Cornwall
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	▪ WBO 1. Skills, Education & Employment ▪ WBO 2. Economic Growth & Regeneration ▪ WBO 3. Healthy, Independent & Resilient ▪ WBO 4. Cohesive & Sustainable Communities ▪ SRA 1. Supporting Education and Employment ▪ SRA 2. Supporting the Environment & the Economy ▪ SRA 3. Supporting Health & Well-being of Citizens ▪ SRA 4. Supporting Citizens post Covid-19

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Covid 19 Pandemic Outbreak

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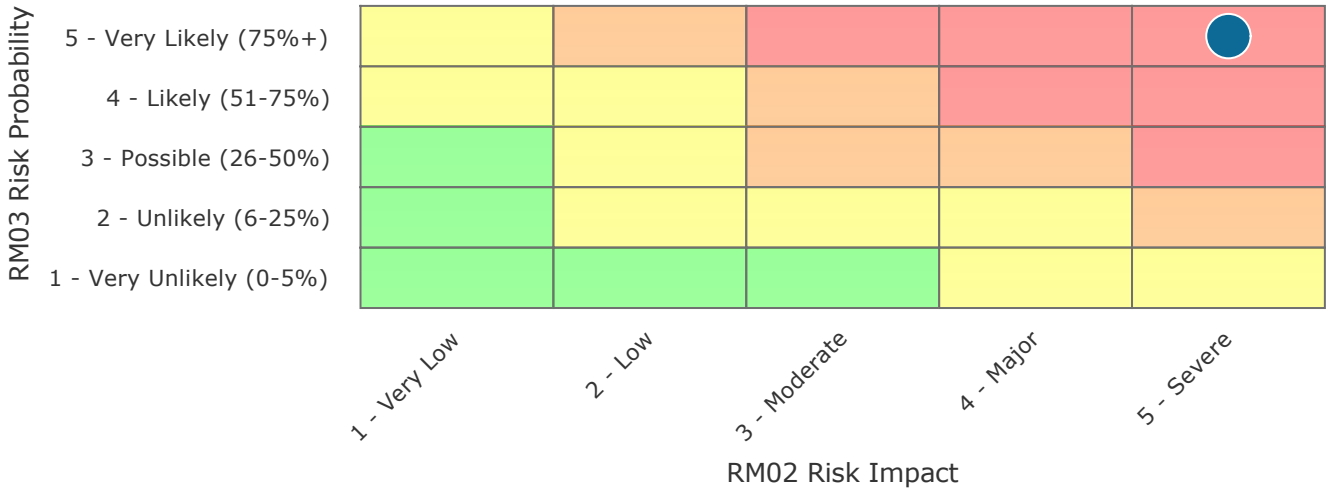
25	6
Inherent Risk Score	Target Risk Score



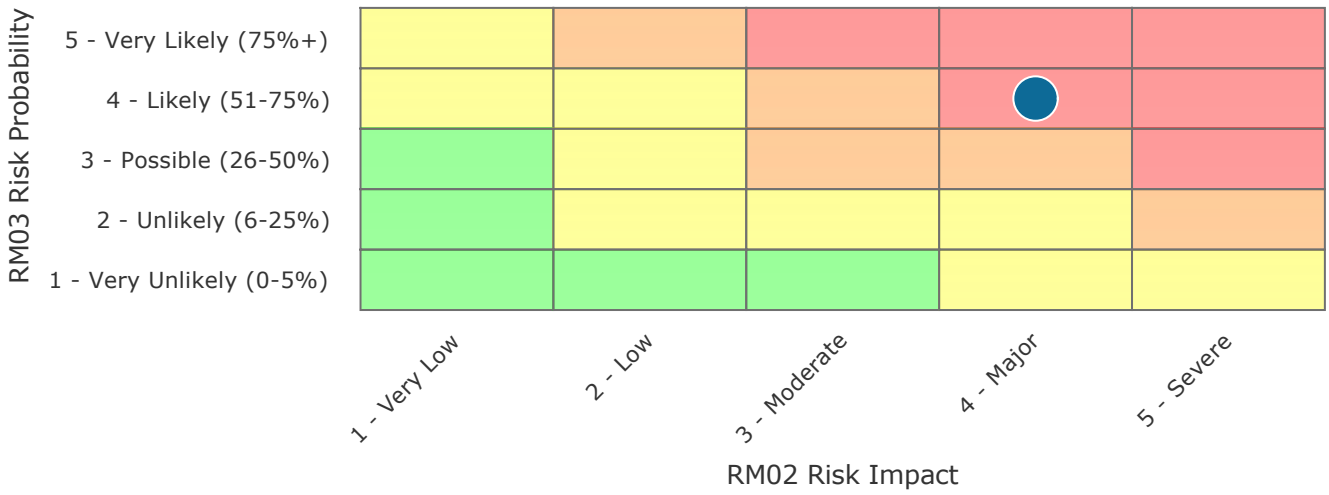
Direction of Risk		
	DoR	Comment
Covid 19 Pandemic Outbreak	➡	No change to the risk score for quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Covid 19 Business Continuity Arrangements (Platinum and Gold)	Implementation and maintaining Business continuity (Platinum / Gold) arrangements for the Council.	100%	★
Develop a Community Impact Assessment	Develop a community impact assessment to understand the impact that Covid 19 pandemic and resultant lockdown has had on Newport's Communities	90%	★
Health & Safety Arrangements for front line staff	Health & Safety / protection activities are increased to prevent the spread of the virus across Council assets and buildings, staff and citizens.	80%	★
Implementation of Covid 19 Human Resources procedures	Implementation of Human Resource procedures to support staff, agency / contractors and volunteers.	80%	★

Cyber Security

Short Description	Management and security of the Council's ICT systems to protect personal and sensitive data from theft and loss whilst also maintaining business continuity and integrity of our systems.
Risk Owner	Rhys Cornwall
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Community and Resources
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	

Inherent Risk Score	Target Risk Score
20	10



Direction of Risk		
	DoR	Comment
Cyber Security	➡	No change to risk score for quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Cyber Security awareness and communications	Deliver regular cyber security updates and communications to staff through the staff Intranet and fortnightly / monthly newsletters.	50%	★
Implementation of a Policy Management System	To explore and purchase a Policy Management System that will ensure staff across the business undertake necessary training before being able to access IT systems.	30%	★
Implementation of Ransomware software	To explore and purchase Ransomware software to mitigate against potential ransomware attacks by preventing mass encryption of IT systems.	75%	★
SRS / NCC Business Continuity & Disaster Recovery	Disaster Recovery and business continuity processes between the Council and SRS will be reviewed and updated. These processes will be subject to regular testing with findings and recommendations fed back to the Council's Information Governance Group to ensure the necessary action(s) are completed.	30%	●

Demand for ALN and SEN support

Short Description	Funding to cover Additional Learning Needs (ALN) and Special Education Needs (SEN) provision across the city is insufficient and does not meet the demand of increasing need.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Cabinet Member for Education and Skills
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	■ WBO 1. Skills, Education & Employment ■ WBO 3. Healthy, Independent & Resilient ■ SRA 1. Supporting Education and Employment

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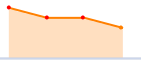

Demand for ALN and SEN support

30 SEP 20

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Inherent Risk Score

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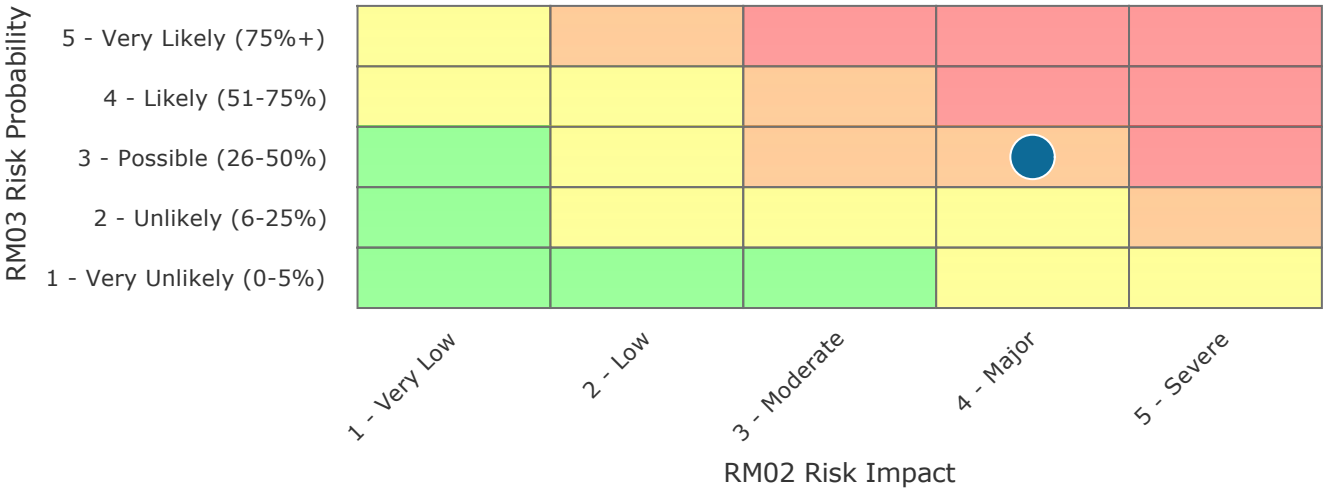
Target Risk Score



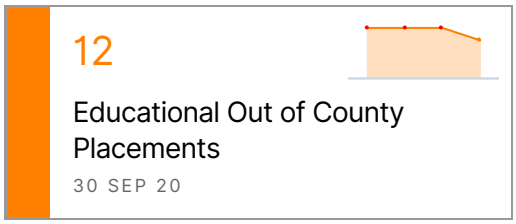
Direction of Risk

	DoR	Comment
Demand for ALN and SEN support		The SEN Department received a considerable increase in Formal Assessment requests during the lockdown period and at the end of the summer term. A number of these referrals have resulted in requests for Learning Resource Base provision and/or additional school based support. This increases the demand for ALN/SEN support and provision.

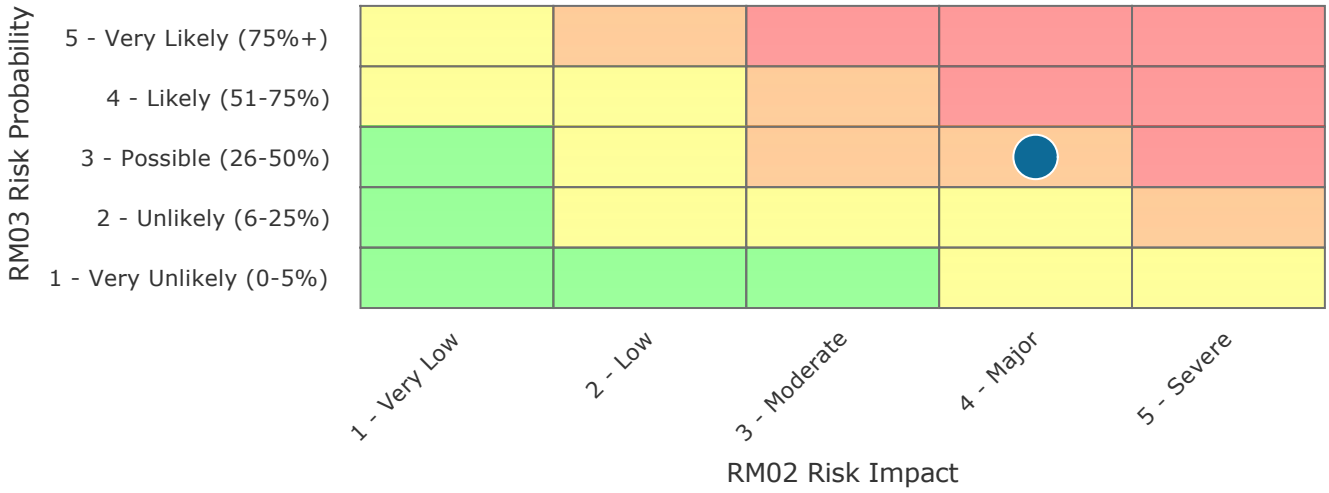
Action Name	Action Description	% Complete	Sep 2020
Create a sustainable model of delivery for children with ALN provided with timely intervention	In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation.	0%	
Develop and implement a joint ALN and Admissions process	To develop and implement a joint ALN and Admissions process regarding allocation of school placements based on parental preference to safeguard and minimise appeals processes.	55%	★
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	70%	★
Implementation of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	To further the implementation of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	50%	★
Review availability of provision for all pupils with Additional Learning Needs.	Review with relevant regional partners what provision is available and required to ensure all pupils with ALN have the opportunities to return to study up to age 25.	0%	
Review the staffing resources to implement the demands of ALN & Educational Tribunal Act.	To review the staffing resources needed to implement the demands of the Additional Learning Needs (ALN) and Educational Tribunal Act 2018.	20%	★
Work with partners to embed Learn Well Plan	(Estyn Rec 2) Work with partners to embed the priorities of the Learn Well Plan which focuses on improving the attainment of vulnerable groups.	25%	★

Educational Out of County Placements

Short Description	Limited access to Newport City Council (NCC)provision for pupils who require complex and specialist placements which results on a reliance on Out of County (OOC) placements both day and residential.
Risk Owner	Katy Rees
Overseeing Officer	Chief Education Officer
Lead Cabinet Member(s)	Cabinet Member for Education and Skills
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	■ WBO 1. Skills, Education & Employment ■ SRA 1. Supporting Education and Employment



Inherent Risk Score	Target Risk Score
20	5



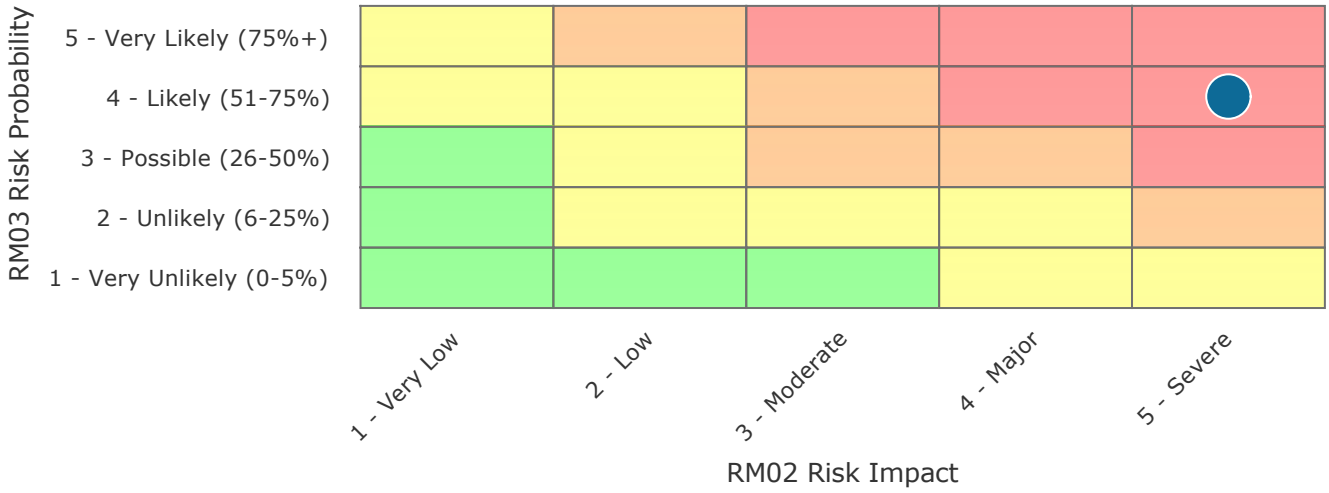
Direction of Risk		
	DoR	Comment
Educational Out of County Placements		Due to the increase of demand for additional specialist placements the LA has developed a 10 place specialist ASD Learning Resource Base in a mainstream primary school and is piloting an ASD Outreach service from Ysgol Bryn Derw. There has also been a need to commission additional placements with Newport Live and Catch 22 to reduce the need for out of county placements.

Action Name	Action Description	% Complete	Sep 2020
Create a sustainable model of delivery for children with ALN provided with timely intervention	In liaison with finance, partners and schools create a sustainable model of delivery to ensure children with ALN are provided with timely intervention within a prescribed budget without year on year fluctuation.	0%	
Redevelop and extend provision within the city to accommodate a greater range of needs	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 which will reduce the need for Out of County placements.	40%	★

Highways Networks

Short Description	Failure to recognise current levels of under investment in the whole life of the city's highway network assets in the medium to long term will continue to compound existing maintenance backlog figures.
Risk Owner	Paul Jones
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Deputy Leader & Cabinet Member for City Services & Member Development
Linked Theme	Theme : Thriving City
Linked Corporate Objective	■ WBO 2. Economic Growth & Regeneration ■ WBO 3. Healthy, Independent & Resilient ■ SRA 2. Supporting the Environment & the Economy ■ SRA 3. Supporting Health & Well-being of Citizens

Inherent Risk Score	Target Risk Score
20	9



Direction of Risk		
	DoR	Comment
Highways Networks	➡	No change to risk score for quarter 2.

Action Name	Action Description	% Complete	Sep 2020
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 under investment 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 County Surveyors Society Wales CSS(W) to increase and/or make more capital funding available to decrease this gap. This action will be ongoing and will not result in direct action completion.	59%	
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.	100%	✔

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.
Risk Owner	Owen James
Overseeing Officer	▪ Chief Executive ▪ Head of Finance
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	
Linked Corporate Objective	▪ WBO 1. Skills, Education & Employment ▪ WBO 2. Economic Growth & Regeneration ▪ WBO 3. Healthy, Independent & Resilient ▪ WBO 4. Cohesive & Sustainable Communities

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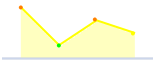

In Year Financial Management

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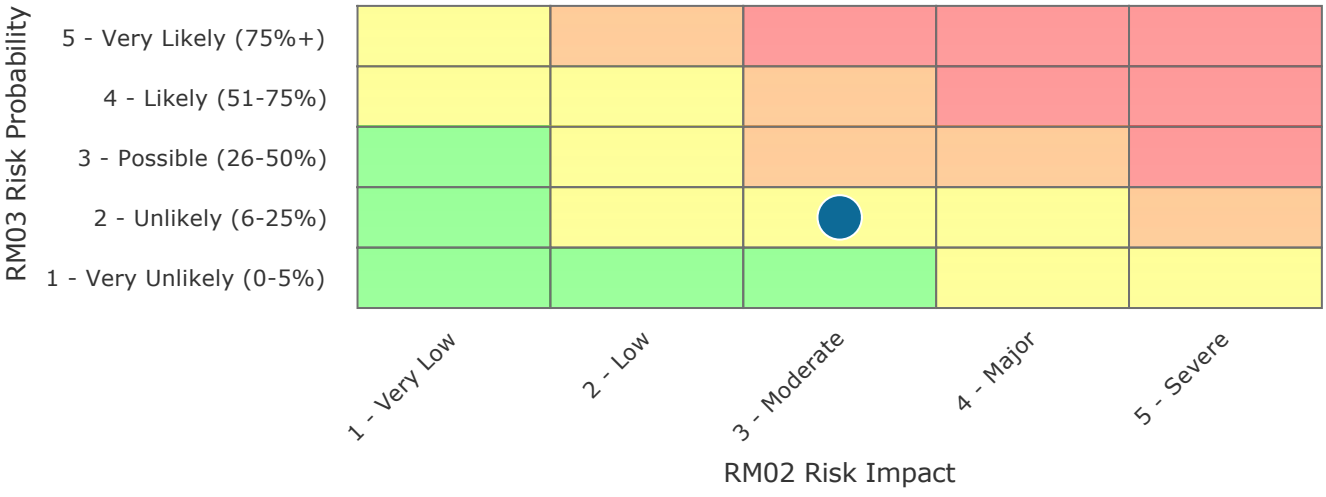
20	6
Inherent Risk Score	Target Risk Score



Direction of Risk

	DoR	Comment
In Year Financial Management		The latest monitoring report taken to Cabinet showed a small in-year underspend. While this would not be a significant issue for the Council to deal with due to reserves it has set aside. There is still a risk that the position could worsen over the rest of the period depending on the impact of a second wave of the pandemic and the actions that are required to be put in place. To date this has been funded by Welsh Government, but there could be a finite amount of money on which to call upon which may ultimately impact on the Council's budget.

Action Name	Action Description	% Complete	Sep 2020
Agree the Service Areas finance Response & Recovery to Covid-19 Impact	Meet with Heads of Service to agree the impact on the individual service areas on the impact of their response and recovery of the Covid-19 impact, alongside the "business as usual" forecasts to be including within monitoring.	100%	
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.	100%	
Cabinet Member and Senior Officers to manage / mitigate any projects not achieving savings	There are currently £1.2m of undelivered savings for the 2020/21 and prior financial years. These are largely delayed due to covid-19 pandemic, however until they are delivered they will have an impact on the financial outturn and if ongoing a concern for the future years. Therefore focus needs to remain on delivering the savings.	84%	
Cabinet Member and Senior Officers to reduce overspending in Social Care	There continue to be overspends reported in Social Care in 2020/21, Cabinet Members and Senior Officers to address these.	50%	
Carry Out Capital Budget Workshop with Senior Officers	Carry out a capital workshop with Senior Officers to re-profile capital budgets in light of previous year's slippage, and understand the demands on the capital programme and the long-term impact of these on the Capital Programme.	0%	

Newport Council's Property Estate

Short Description	NCC has a significant property estate covering over 170 buildings (circa) such as the Civic Centre, Telford Depot, schools etc. The Council has to ensure the estate is maintained to required standards to enable access, safety, security and in the long term sustainable for staff and residents to use.
Risk Owner	Ben Hanks
Overseeing Officer	▪ Chief Executive ▪ Head of People & Business Change ▪ Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Cabinet Member for Assets
Linked Theme	Theme : Modernised Council
Linked Corporate Objective	▪ SRA 2. Supporting the Environment & the Economy ▪ SRA 3. Supporting Health & Well-being of Citizens ▪ WBO 2. Economic Growth & Regeneration ▪ WBO 3. Healthy, Independent & Resilient

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Newport Council's Property Estate

30 SEP 20

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Inherent Risk Score

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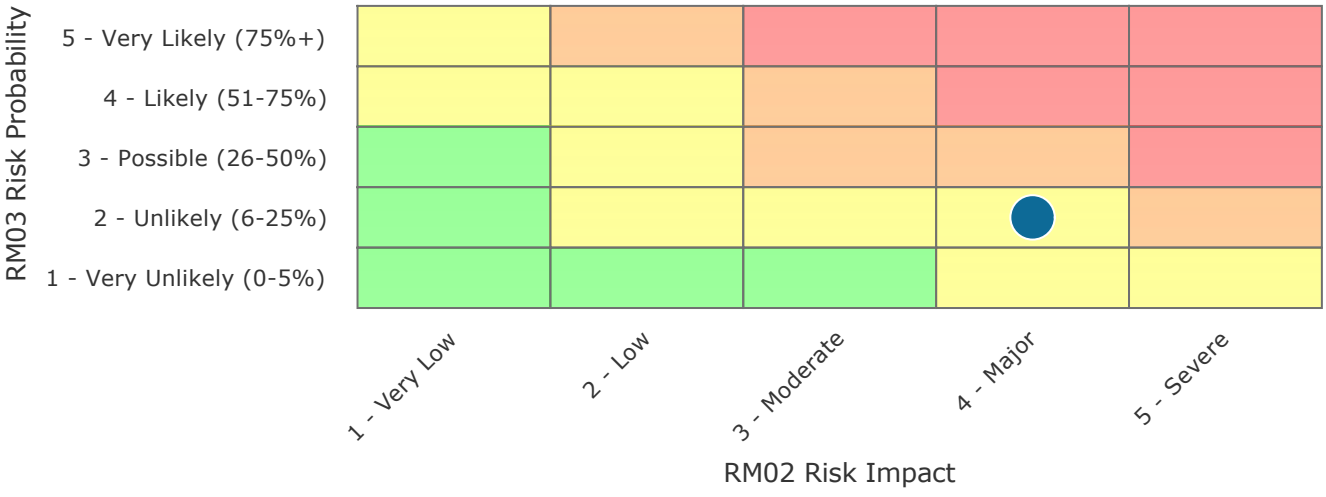
Target Risk Score



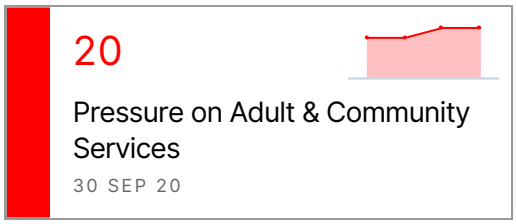
Direction of Risk

	DoR	Comment
Newport Council's Property Estate	➡	No change to the risk score for the quarter 2 period.

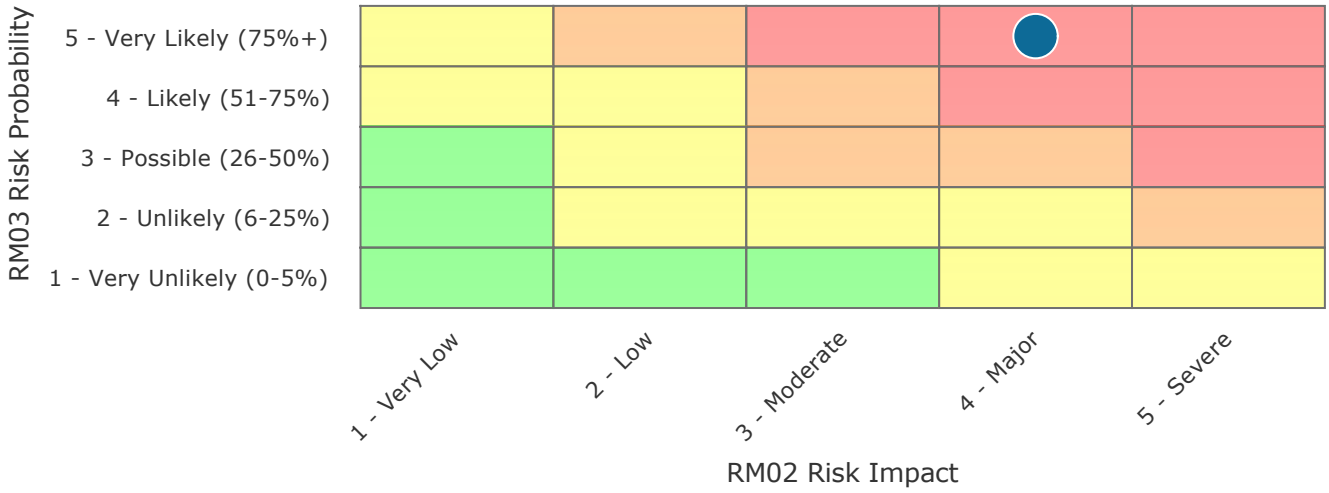
Action Name	Action Description	% Complete	Sep 2020
Adhere to the Corporate Landlord Policy	Adherence to the Corporate Landlord Policy	50%	●
Create and Develop the Civic Centre Operational Groups	Create and develop the Civic Centre Operational Groups	75%	●
Delivery of the Annual Capital Maintenance Programme	The delivery of the Council's annual Capital maintenance programme to maintain and improve the Council's property estate.	75%	★
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.	30%	●
Develop The Civic Centre Maintenance Backlog Prioritisation Schedule	Develop and update a Civic Centre maintenance backlog prioritisation schedule.	50%	●
Ensure NCC Property & Asssets Support the Corporate Plan	Ensure that the property and assets held by NCC sustain and support the corporate plan	50%	●
Ensure there are Accountable & Responsible Premise Managers in all NCC premises	Accountable and responsible Premise Managers in all NCC premises	50%	●

Pressure on Adult & Community Services

Short Description	There is increased pressure on Adult Services to deliver services to adults with complex and long lasting needs. With an increase in demand / volume of referrals and care packages the Council has seen an increase in costs whilst in the context of tightening budgets. There are also additional statutory requirements to safeguard adults in our care and prevent risk of harm, injury or a loss of life.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult and Community Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communuities (Social Care)
Linked Corporate Objective	▪ WBO 3. Healthy, Independent & Resilient ▪ SRA 3. Supporting Health & Well-being of Citizens



Inherent Risk Score	Target Risk Score
20	10



Direction of Risk

	DoR	Comment
Pressure on Adult & Community Services	➡	No change to this risk score for the end of quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Continue to Develop First Contact as a Multi-Agency & Disciplinary Team	To continue to develop First Contact as a multi-agency, multi-disciplinary team effectively managing demand. This includes the integration of the Frailty service into the First Contact Team.	80%	★
Further implementation of the revised Telecare Service	Implementation of the revised Telecare Service - To further develop the availability of assistive technology as a means of preventing or supporting a care and support plan.	70%	★
Improve Support Available for Young People with Learning Disabilities	To improve the support available for young people with learning disabilities to transition from Children Services into Adults Services. ·	60%	★
Integrate Regional Home First Initiative into Hospital Pathway	To develop and effectively integrate the Regional Home First initiative into the hospital pathway and to further align patient flow processes within hospital discharge.	50%	★
Provide Integrated Health & Social Support to Newport Citizens	To provide integrated health and social care support to Newport citizens.	25%	★

Pressure on Homelessness Service

Short Description	Further pressures and increased presentations on homelessness service
Risk Owner	Ben Hanks
Overseeing Officer	▪ Chief Executive ▪ Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	Theme: Resilient Communuities (Community)
Linked Corporate Objective	WBO 4. Cohesive & Sustainable Communities

16

Pressure on Homelessness Service

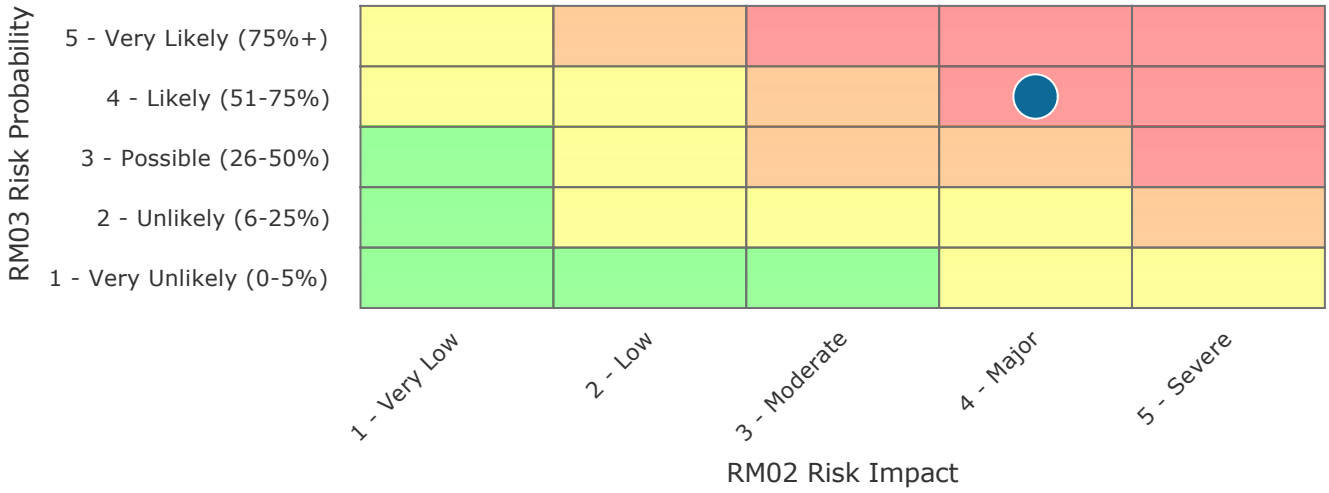
30 SEP 20

20

Inherent Risk Score

6

Target Risk Score



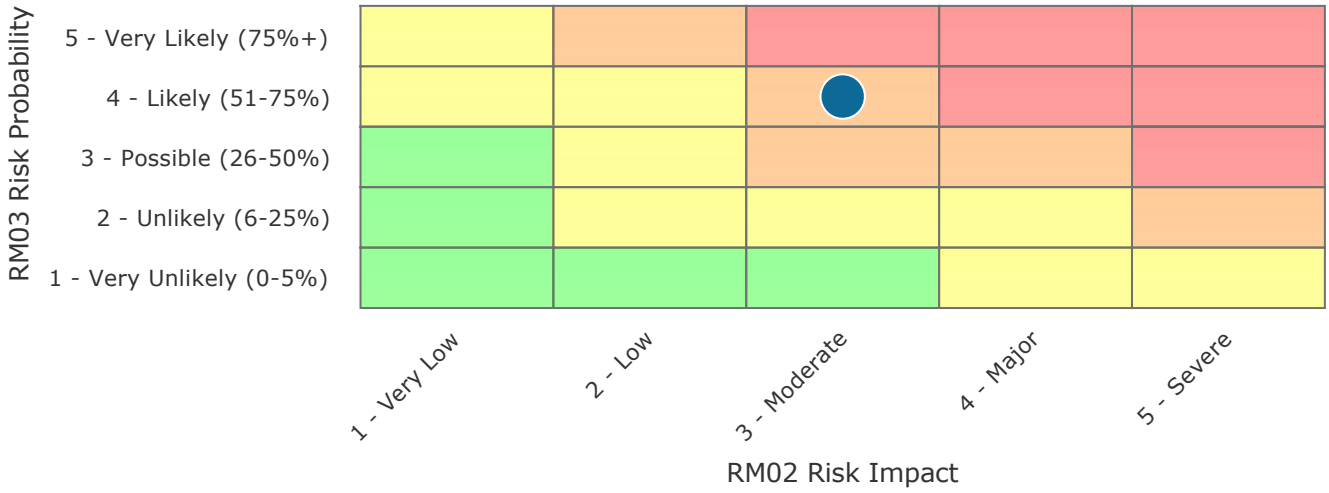
Direction of Risk		
	DoR	Comment
Pressure on Homelessness Service	➡	The risk score for the pressure on homelessness service remains the same for quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Deliver the 3-year Planned Development Programme with RSL's - 2020-21	Deliver the 3-year Planned Development Programme with RSL's	75%	★
Develop Strategy Framework for Private Sector Housing	Develop a strategy framework for private sector housing, bringing together the Adaptations Policy, Private Sector Leasing scheme, Housing Loans Policy	30%	★
Produce a Housing Prospectus for Newport	Produce a housing prospectus for Newport in line with Welsh Government guidance.	0%	●

Pressure on Housing Services

Short Description	Increased pressure on Housing services to provide residents with safe, affordable housing options.
Risk Owner	Ben Hanks
Overseeing Officer	▪ Chief Executive ▪ Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	Theme: Resilient Communuities (Community)
Linked Corporate Objective	▪ WBO 3. Healthy, Independent & Resilient ▪ WBO 4. Cohesive & Sustainable Communities

Inherent Risk Score	Target Risk Score
20	5



Direction of Risk

	DoR	Comment
Pressure on Housing Services	↓	Since Quarter 1 this risk has reduced from a 16 to 12. This reflects that while pressures remain with the demand for housing and homelessness, additional support has been received through the Welsh Government funding and continuous strengthening of our partnership working with Registered Social Landlords, Council teams and third sector to provide accommodation and support to the most vulnerable.

Action Name	Action Description	% Complete	Sep 2020
Deliver 3 year Planned Development Programme with RSLs	Deliver the 3 year Planned Development Programme with RSLs.	100%	✓
Deliver the 3-year Planned Development Programme with RSL's - 2020-21	Deliver the 3-year Planned Development Programme with RSL's	75%	★
Develop Strategy Framework for Private Sector Housing	Develop a strategy framework for private sector housing, bringing together the Adaptations Policy, Private Sector Leasing scheme, Housing Loans Policy	30%	★
Development of specialist housing for residents with learning disabilities	Further development of programme for specialist housing schemes for residents with a learning disability.	100%	✓
Further Development of Strategic Housing Forum	Further development of the Strategic Housing Forum	50%	●
Manage common housing register and Newport Housing Options Service	Manage and maintain the Common Housing Register and Newport Housing Options service	50%	●
Maximise new housing units from empty properties	Maximise the number of new housing units created from empty properties	100%	✓
Produce a Housing Prospectus for Newport	Produce a housing prospectus for Newport in line with Welsh Government guidance.	0%	●
Produce Updated Gypsy Traveller Accommodation Assessment	Produce an updated Gypsy Traveller Accommodation Assessment.	0%	●
Research Private Rented Sector Accommodation in Newport	Carry out research into the extent and nature of private rented sector accommodation in Newport.	33%	★

Pressure on the Delivery of Children Services

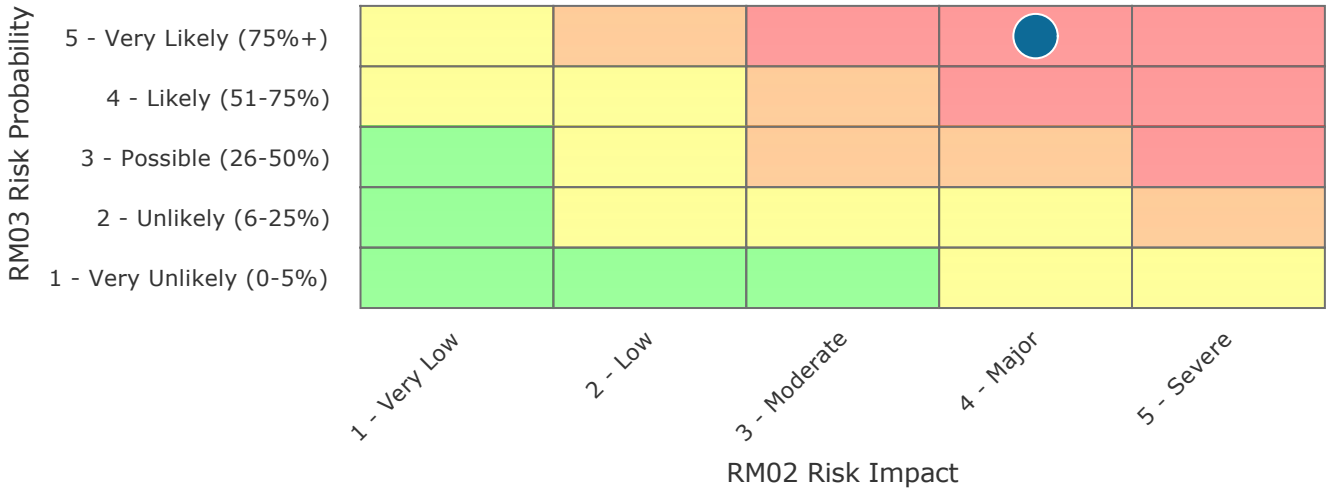
Short Description	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.
Risk Owner	Sally Jenkins
Overseeing Officer	Chief Executive
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	▪ Theme : Aspirational People ▪ Theme: Resilient Communuities (Social Care)
Linked Corporate Objective	▪ WBO 3. Healthy, Independent & Resilient ▪ SRA 3. Supporting Health & Well-being of Citizens

20

Pressure on the Delivery of Children Services

30 SEP 20

20	6
Inherent Risk Score	Target Risk Score



Direction of Risk

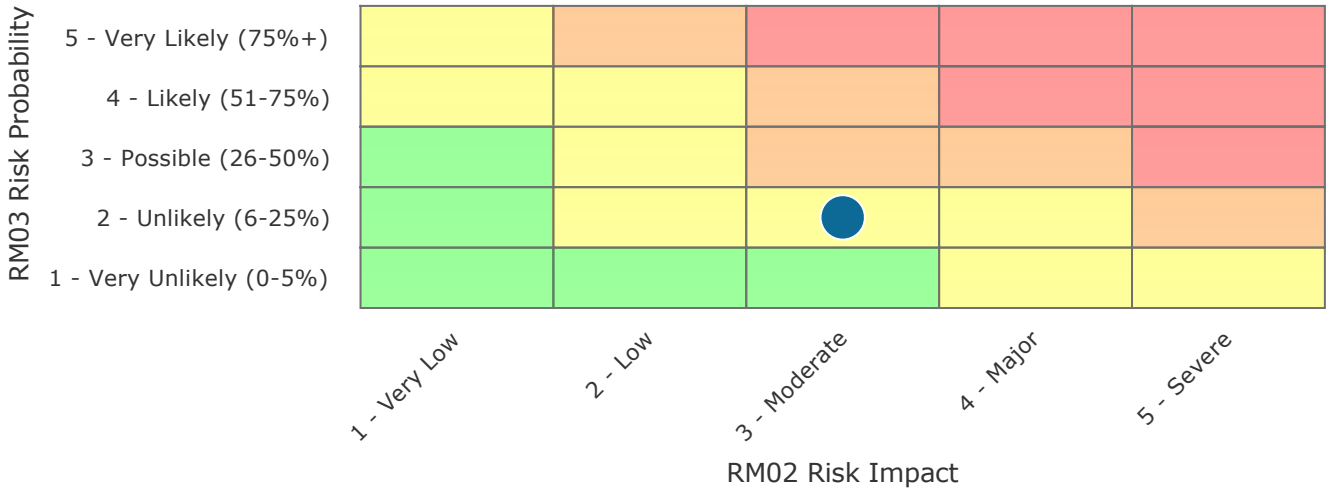
	DoR	Comment
Pressure on the Delivery of Children Services	➡	No change to the risk score in quarter 2.

Action Name	Action Description	% Complete	Sep 2020
Complete & Implement Welsh Government Recommendations for LAC Reduction	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	50%	★
Continue Development of Residential Provision	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	46%	★
Continue the Work Started with GDAS to Base Multi-agency Staff in Front line Teams	Continue the Work Started with GDAS to Base Multi-agency Staff in Front line Teams	40%	●
Continuing to Increase Housing Options for Care Leavers	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	30%	★
Develop a Rapid Response Provision at the Front Door of Children's Services	Develop a rapid response provision at the front door of Children's Services utilising the skill set in existing provision.	25%	●
Increase Number of Foster Carers Recruited to NCC Through Increased Marketing	To increase the number of foster carers recruited to NCC through increased marketing and scoping raising fostering fees and implementing council tax exemptions.	40%	★
Review our Existing Arrangements for Family Time to Improve the Offer for Children & Families	In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; ii) Continue to deliver family time virtually as a positive for families.	75%	★

Safeguarding Risk

Short Description	To ensure the Council safeguards adults, children and carers as part of its statutory duty.
Risk Owner	Mary Ryan
Overseeing Officer	▪ Chief Education Officer ▪ Chief Executive ▪ Head of Adult and Community Services ▪ Head of Children and Family Services ▪ Head of Regeneration, Investment and Housing
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communuities (Social Care)
Linked Corporate Objective	▪ WBO 3. Healthy, Independent & Resilient ▪ SRA 3. Supporting Health & Well-being of Citizens

Inherent Risk Score	Target Risk Score
20	4



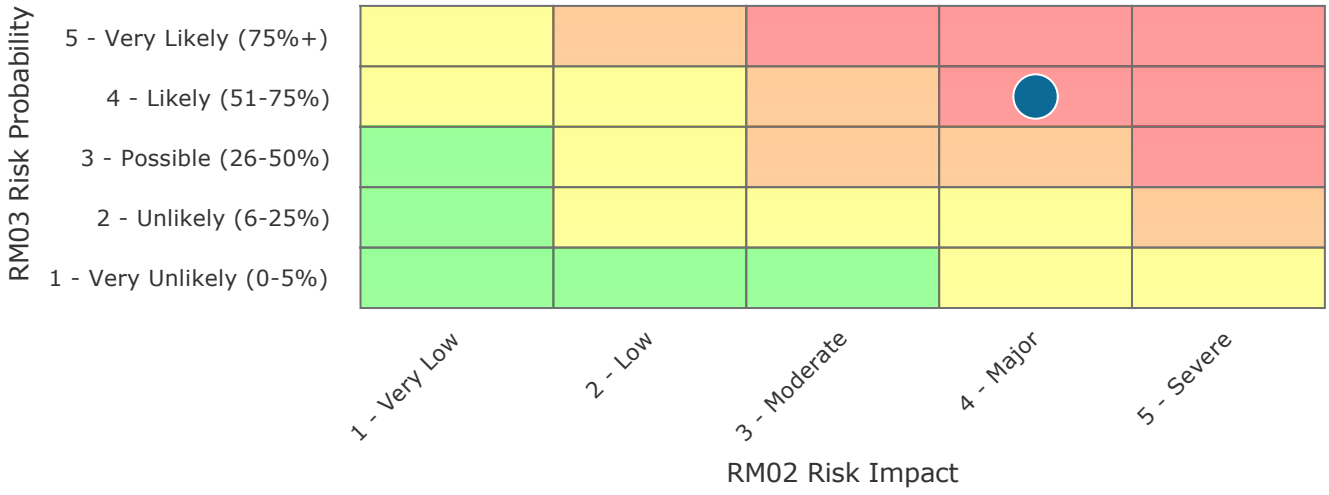
Direction of Risk		
	DoR	Comment
Safeguarding Risk	➡	There is no change to the quarter 2 risk score for safeguarding.

Action Name	Action Description	% Complete	Sep 2020
All education Services staff to have completed relevant safeguarding training	All education Services staff to have completed relevant safeguarding training	88%	★
Build on Contextual Safeguarding Research	Build on work on Contextual harm and exploitation, safeguarding research, and embed new approaches to understanding, and responding to young people's experiences of significance.	75%	●
Complete & Deliver Actions Agreed in Post Safeguarding Joint Inspection Action Plan	Complete and deliver actions agreed in the post safeguarding joint inspection action plan	50%	★
Contribute towards the All Wales Adult Safeguarding Guidance	Contribute towards the All Wales Adult Safeguarding Guidance	100%	★
Delivery of Safeguarding Programmes 2020-21	Deliver safeguarding programmes and measures that protect citizens from victimisation and to measure the impact of regulatory interventions.	25%	●
Embed the implementation of the new national 'safeguarding toolkit' for schools.	Embed the implementation of the new national 'safeguarding toolkit' for schools.	30%	★
Empower Citizens Through the Adult Safeguarding Process	To continue to support and empower citizens through the adult safeguarding process.	90%	●
Implement the Exploitation Strategy within Newport Children's Services	Exploitation will be considered under one overarching banner whether it is criminal or sexual and the response will be based on the needs and desired outcomes for the young person rather than the risks. A multi agency approach is in place and there is progress being made to evaluation this work through the contextual safeguarding and CASCADE schools.	40%	●
Incorporate a Robust Preventative & Early Intervention Agenda in a Contextual Safeguarding Framework	Develop the breadth of support available from the service, incorporating a robust preventative and early intervention agenda within a contextual safeguarding framework.	80%	★
Provide Training & Practitioner Access to Welsh Government Safeguarding App	To provide training and Practitioner access to Welsh Government Safeguarding App through council mobile phones and computers.	100%	★
To implement new processes for Liberty Protection Safeguards.	Mental capacity Act requires the authority to implement the deprivation and liberty safeguards for citizens of Newport. We have an established regional and local process to delivery on DoLS. However, the legislation changes in October 2020 requiring the Council to have processes in place for the new LPS Liberty Protection Safeguards. This action is to implement the new process for the Council.	50%	●
Website Development	Website Development	99%	★

Schools Finance / Cost Pressures

Short Description	In year cost pressures of schools are not met resulting in increased deficit budgets
Risk Owner	Sarah Morgan
Overseeing Officer	▪ Chief Education Officer ▪ Chief Executive
Lead Cabinet Member(s)	▪ Cabinet Member for Education and Skills ▪ Leader of the Council & Cabinet Member for Economic Growth & Investment
Linked Theme	Theme : Aspirational People
Linked Corporate Objective	WBO 1. Skills, Education & Employment

20	6
Inherent Risk Score	Target Risk Score

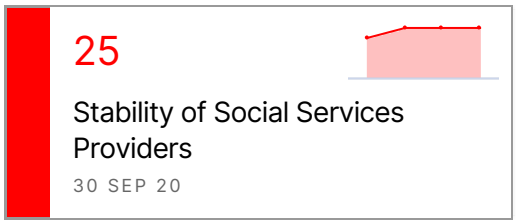


Direction of Risk		
	DoR	Comment
Schools Finance / Cost Pressures	➡	There remains significant pressure on the school's finances for this financial year and the risk score remains at the same for quarter 2.

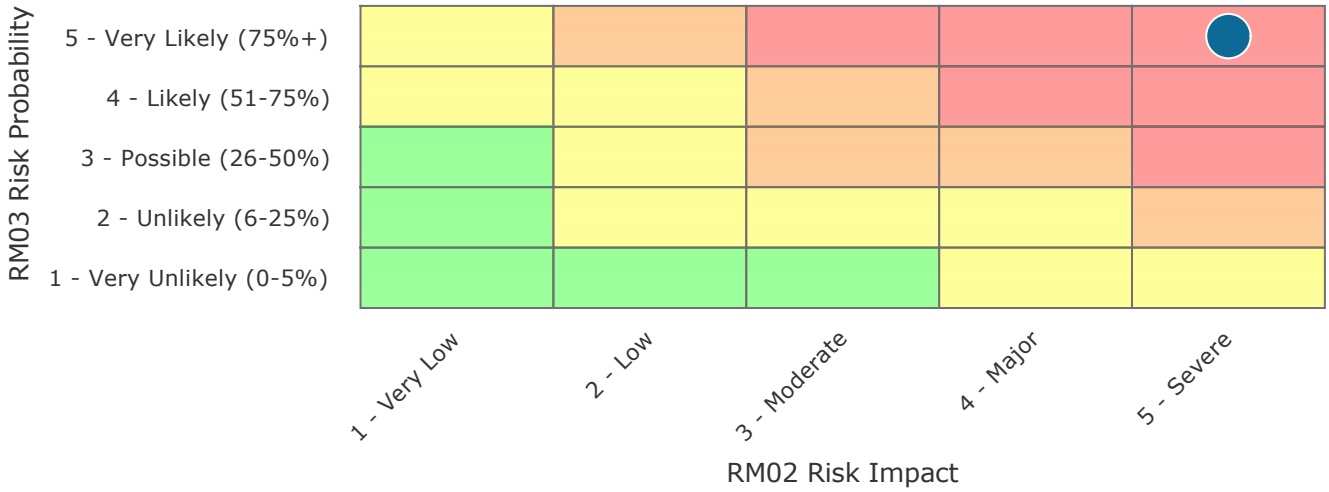
Action Name	Action Description	% Complete	Sep 2020
Annual school funding formula review 20/21.	Review School Funding Formula.	25%	★
Managing School Budget	The local authority will monitor school budgets to ensure that Headteachers and Governing Bodies are: a) Maintaining a balanced budget; b) Addressing 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.	40%	▲
Monitor In-Year School Budgets to Ensure Budgets are Managed Effectively	Monitor In-year School budgets to ensure budgets are: • Managed effectively and taking necessary actions to prevent overspending. Effectively taking necessary actions to prevent overspending. Schools that have deficit budget recovery plans are implementing the necessary actions to reduce their overall budget deficits.	25%	●
Monitoring of Primary, Secondary & Special Schools In-Year Budgets	Monitoring of primary, secondary and special schools in-year budgets: • To prevent overspending and take necessary mitigating action(s). Schools with deficit budget recovery plans are implementing the necessary actions to reduce their budget deficits	40%	▲

Stability of Social Services Providers

Short Description	The Council requires support from external providers to deliver care packages for children and adults (residential / Non Residential). The current marketplace for external providers is volatile due to the increasing costs to provide care, maintain homes, staffing meeting legislative and regulatory requirements.
Risk Owner	Jenny Jenkins
Overseeing Officer	Head of Adult and Community Services
Lead Cabinet Member(s)	Cabinet Member for Social Services
Linked Theme	Theme: Resilient Communuities (Social Care)
Linked Corporate Objective	▪ WBO 3. Healthy, Independent & Resilient ▪ SRA 3. Supporting Health & Well-being of Citizens



Inherent Risk Score	Target Risk Score
20	6



Direction of Risk

	DoR	Comment
Stability of Social Services Providers	➡	This risk remains at 25 for the end of the quarter 2 period due to the ongoing Covid-19 pandemic and continuing pressure on providers.

Action Name	Action Description	% Complete	Sep 2020
ABUHB & Local Authority Partners to Develop Common Contracts & Monitoring Protocols	Work with Aneurin Bevan University Health Board and Local Authority partners to develop common contracts and monitoring protocols.	80%	★
Assess Impact of Covid 19 on Long Term Sustainability of Service Providers	Assess the impact of Covid 19 on the long term future sustainability of service providers ensuring that the market is able to offer sufficient market capacity and diversity.	20%	●
Continue to Provide & Develop in House Provision	Continue to provide and develop in house provision	100%	★
Develop the People Commissioning Function to Oversee Commissioning & Contractual Activity	To further develop the People Commissioning function to oversee all commissioning and contractual activity within the Directorate. To monitor the People Commissioning Function to maximise opportunities to add value across the whole service area.	75%	★
Monitor the Quality of Services Against Agreed Outcomes & Offer Value for Money	To monitor the quality of services to ensure they deliver against agreed outcomes and offer value for money.	70%	★